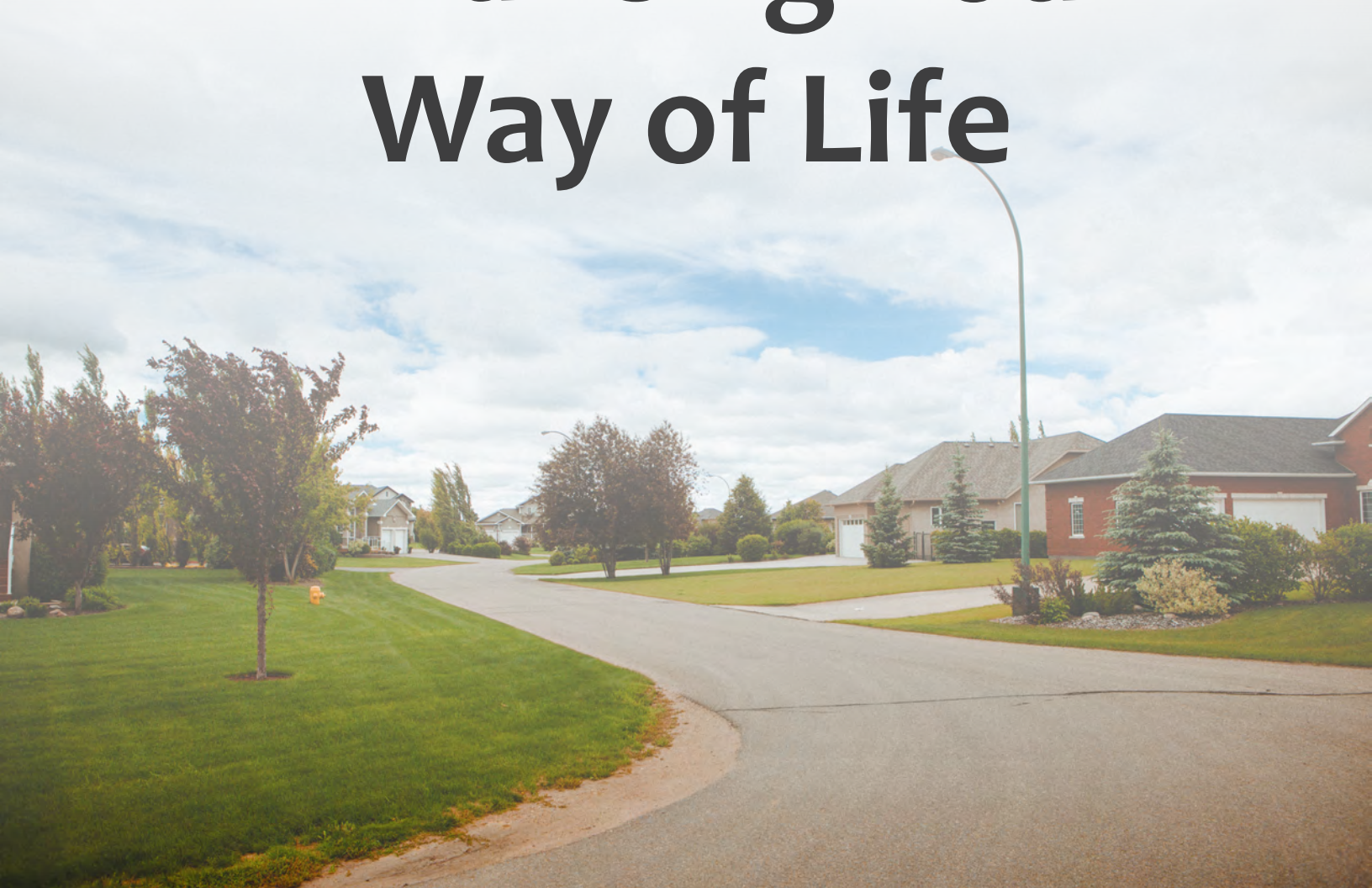


Town of White City Budget 2018



**Enhancing Your
Way of Life**





BUDGET 2018



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Budget Presentation

For 2018, two categories of revenues and expenditures are provided; strategic priority and operational change.

Strategic priority items link to the 2017-2022 strategic plan. These items provide council with an indication of items identified in the strategic plan as an action item in 2017. Administration identified these items and has provided a corresponding revenue or expense related to them.

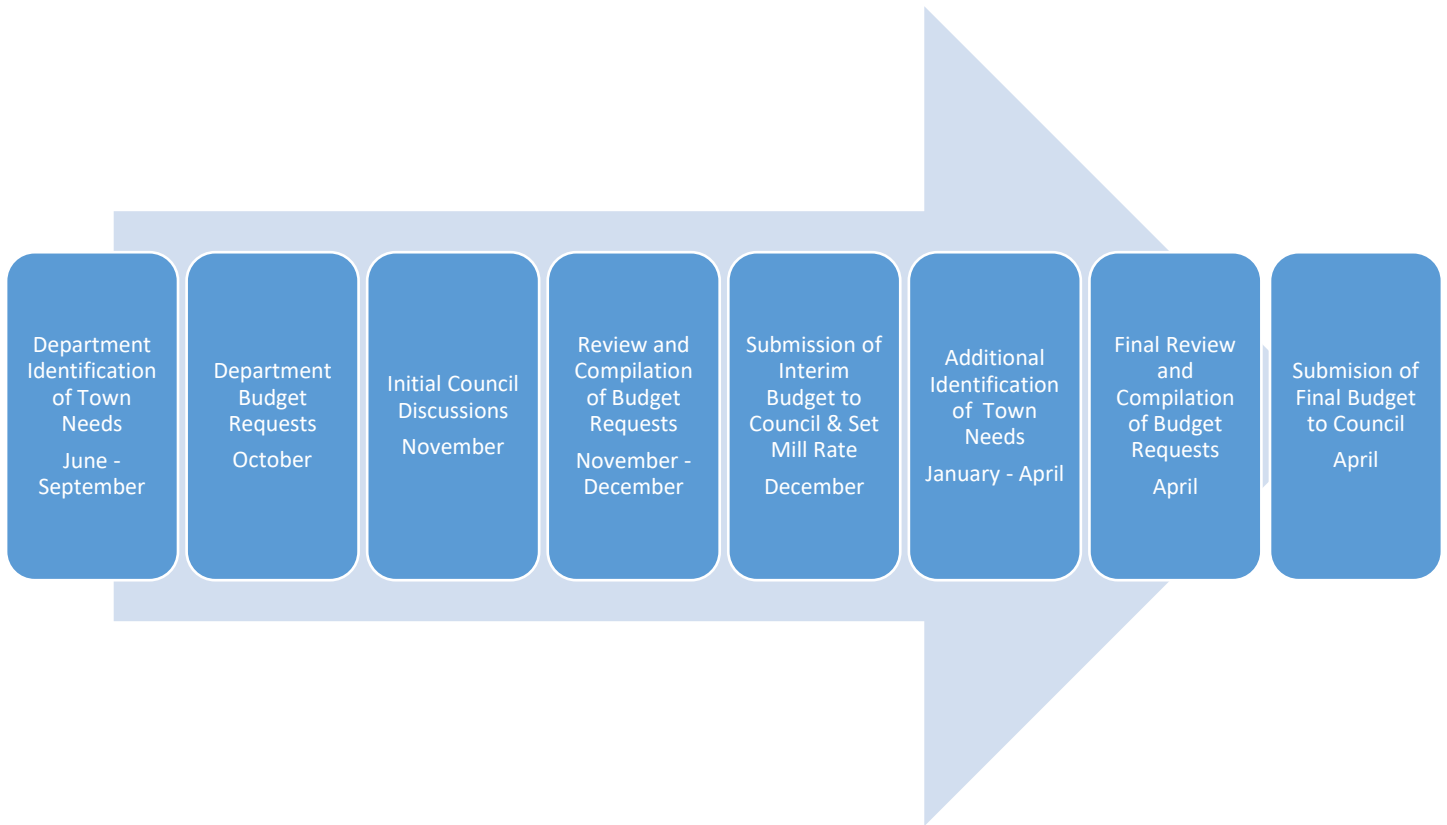
Operational changes reflect changes to the operation of the municipality because of council policy decisions, new facilities, growth, regulatory requirements or service changes.

This document is a draft for Council's consideration and represents the strategic and operational priority items presented to Council on November 6, 2017 and approved in the interim budget adopted December 18, 2017. As with the interim budget, the average property tax increase for 2018 is 3.01%. This represents a 2018 mill rate of 3.298 mills and a base tax of \$900 for developed properties and \$650 for undeveloped properties.



BUDGET 2018 – FORMAT AND PROCESS

2017 Budget Process





Environmental Scan

Bypass Project

Growth in the region has always been dependent on highway access which allows residents to commute to work in Regina and take advantage of the extensive services available in a larger urban centre. More recently it has also come to include efficient highway access for commercial and industrial businesses along the main highways throughout the region.

Completion of the Regina Bypass project will prompt profound changes to the community. Commuting to and from Regina will be significantly improved, with efficient highway access and the redirection of through-traffic onto the bypass.

The new highway interchanges will safely link people from the north side of the highway to the south, where jobs, recreational, and commercial activities now exist. This increased efficiency is expected to increase demand for residential, commercial and industrial development. Improved highway access will also increase the pace of development within the Town of White City (town).

Expected Increase in Lot Selection

To meet growing demands of the entire region, the town has taken steps to establish a community/commercial centre. The “town centre” will encourage a mix of higher density residential development and commercial retail activities, and function as the principal business, cultural and administrative centre for the region.

The town centre will house a comprehensive mix of land uses, allowing more flexibility for commercial development and a variety of housing choices. The town centre will enable the town to better adjust to changing market and economic needs and allow for the implementation of innovative development proposals.

Based on projections, the town centre neighbourhood could accommodate approximately 2,500 parcels, resulting in an increase to the town’s current population of approximately 6,000 to 8,000 people. These projections are subject to the density of development and an estimated development time of 8 to 10 years. Development pressures continue to the east and west of town.

Town Centre/ Town Centre Lake

The Town continues to work toward the development of the town centre, making it the community/commercial centre with a mix of higher density residential development and commercial retail activities. A preliminary Betteridge Road upgrade engineering plan has been developed and the town is currently evaluating the next phase of this project. Continuing to move forward with the planning process for the development of Betteridge Road will contribute to generating optimism among developers and residents of the community.

Canadian Mortgage and Housing Corporation Forecast

In the Canadian Mortgage and Housing Corporation’s (CMHC) 2017 fall forecast (Canadian Mortgage and Housing Corporation, 2017), the Regina Census Metropolitan Area (Regina CMA) is expected to



experience slightly lower growth in 2018 than in 2017. Recovery in this sector is expected to follow the Saskatchewan economic recovery and transition to a more balanced market between buyer and seller. It further projects a slight upward trend in 2019. The slower growth in 2018 is a result of slower population growth than in previous years, however, growth is expected to increase in 2019 as improved labour market conditions take hold.

Economic Outlook

Saskatchewan is expected to continue to emerge from the recession which it experienced from 2015 to 2016. According to RBC Economics, the province is expected to see growth of 1.4% for 2017, which is down from their spring forecast. This is due to the dry summer which negatively impacted the agricultural industry. There was a slight offset generated from improved industrial machinery exports. RBC is expecting to see the Saskatchewan economy expand in 2018 by 2.8% due to weather conditions returning to normal, which will improve agricultural output (Royal Bank of Canada, 2017).

Nationally, the Organization for Economic Co-operation and Development (OECD) is predicting the Canadian economy will grow by 3.2% in 2017, which is better than any other G7 country. While in 2018, Canada is expected to see growth of 2.3%. This is, in part, due to increased exports resulting from increased global demand from the global economic recovery (Alini, 2017).

Last year, OPEC and Russia agreed to reduce global oil production which has buoyed the price of oil, with a barrel of Brent crude being priced at \$57 CAD. Currently, Russia and OPEC are expected to extend this deal until the end of 2018, which created a 2% increase in oil prices on October 27, 2017 (Oxford, 2017).

The Bank of Canada identified five risks to the Canadian economy, which in turn would impact the Saskatchewan Economy:

1. a shift toward protectionist trade policies and weaker Canadian exports;
2. a larger impact of structural factors and prolonged excess supply on inflation;
3. stronger real GDP growth in the United States;
4. stronger consumption and rising household debt in Canada;
5. a pronounced drop in house prices in overheated markets (Bank of Canada, 2017).

Five Year Home Build Projections

As of May 05, 2018, there are 36 MLS listings within the town. There are 66 subdivided and serviced lots ready for sale. While the housing market in the City of Regina is currently showing signs of overbuilding, one must take into consideration the characteristics of the Regina housing market when making projections for the surrounding areas. The town's housing market is, and will continue to be, the anomaly in the Regina region. The town continues to provide a desirable alternative to the smaller lot developments of the city.

Even though the town experienced transportation limitations prior to the Regina Bypass project, the town's population has tripled in size since 2006.

The town's strong population growth, continued investment in municipal infrastructure, improved transportation, and forward-thinking vision will only contribute to the continuation of steady demands.

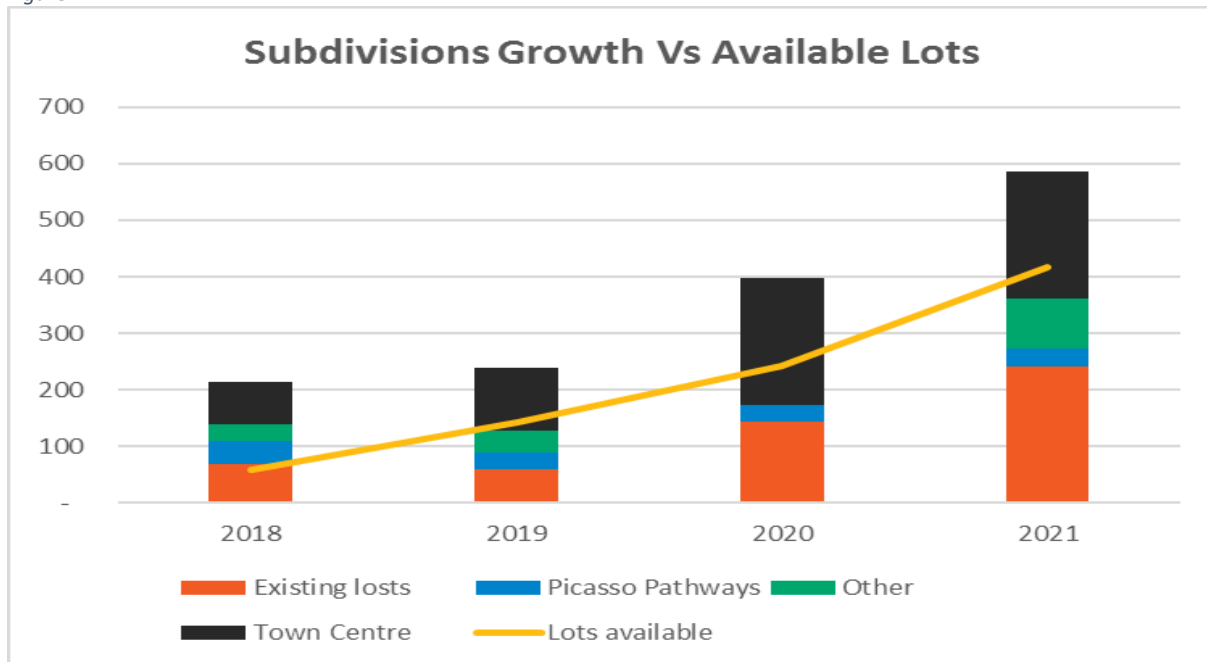


BUDGET 2018 – ENVIRONMENTAL SCAN

Based on recent development activity, it is forecasted that the yearly housing demand may be as low as 40 to 60 units per year in 2018 and 2019 and as high as 80 to 150 new units per year in the 2020s. Based on an annual medium growth rate of 5.12%, the town's population could grow to 10,000 by 2027. Annual growth exceeding 12% has not been uncommon over the past decade.

Figure 1 compares the identified upcoming new subdivisions to expected growth. The figure shows there will be a healthy availability of lots through to 2021 at the current pace of subdivision growth.

Figure 1

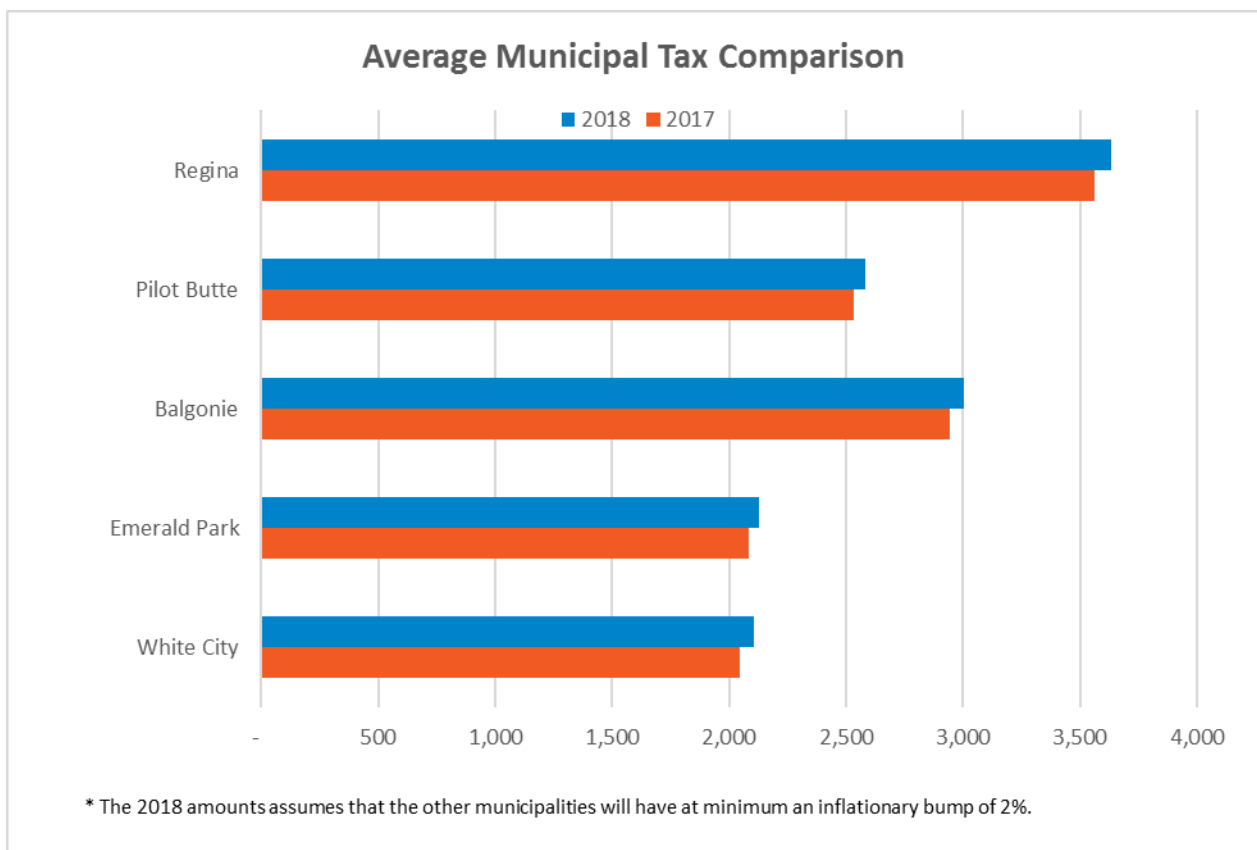




Regional Tax Comparison

The town's policy is to be competitive with property taxes while maintaining quality service levels. The following chart applies the average tax rate of neighboring municipalities to the town's average taxable assessment. As Figure 2 indicates, the town continues to have one of the lowest property taxes out of all the communities in the region. To ensure an accurate comparison in this chart, tax comparisons include levies which are included in the town's taxes, such as refuse collection, recycling and street light levies.

Figure 2





Water and Sewer Utilities

There are several factors that affect the price of water in town. Water supply is divided between a water distribution system and the purchase of treated water from SaskWater.

For the water distribution system, the town fully funds the future replacement of the system. For every dollar spent on utility fees, \$0.14 goes toward saving for the future replacement of the asset. When the system needs replacing, the town will have the money in place to do so. The town will not have to rely upon an increase in taxes, utility rates, borrowing or government funding to upgrade or replace the water distribution system.

In 2017, Saskatchewan experienced one of the driest summers on record and this was reflected in the town's overall water consumption. Historically, the town sees an average annual water consumption of 240 m³ per household while in 2017 the average increased to 265 m³. Comparatively, the City of Regina has an average consumption of 200 m³ per household, the City of Chestermere consumes 272 m³ and the City of Warman consumes 226 m³. The town's third quarter consumption for 2017 saw an average consumption of 108 m³ per household, which is 45% of normal consumption for the whole year. This is assumed to be from the above average irrigation resulting from the dry year. Though high, the third quarter consumption is not unusual as the town historically sees an average increase in consumption to 89 m³ per household or 37% of an average household's annual consumption.

Another factor affecting the town's rates is that treated water is purchased from SaskWater Corporation. By doing so, the town is assured of an adequate supply of treated water to distribute to residents. This includes the supply of certified water plant operators to operate the treatment plant. The town's rate reflects a fully funded asset renewal fund, as well as future upgrades to the plant to ensure adequate water supply to residents and a growing community. The town has a relatively new water distribution system, capable of providing many more decades of service to residents at a reasonable cost.

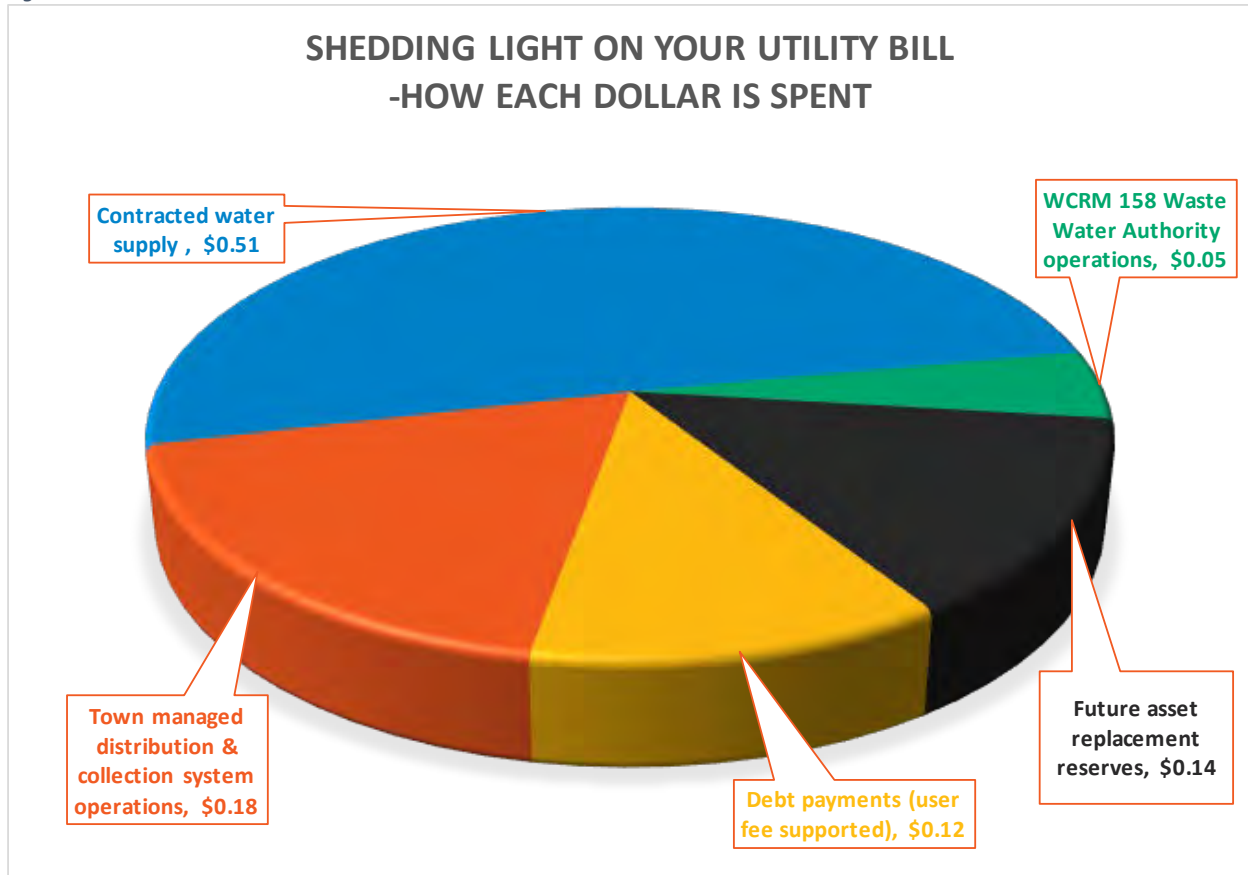
The town runs the water filtration and distribution systems as a self-funded utility. The town's water utility is completely funded from user fees and there is no subsidization from property taxes - this includes operating and capital. The utility is run on a break-even basis with any excess funds invested back into operating the utility service.

Comparing water and sewer rates between municipalities is difficult. Some municipalities will fund a portion of water utility services from property taxation, thereby artificially lowering the user fees. Additionally, many municipalities do not set aside funds for the future replacement of their water infrastructure, which places an additional burden on future taxpayers to pay for upgrading or renewing the water supply systems. These municipalities rely heavily on provincial and federal funding mechanisms. Municipalities cannot be guaranteed to receive help with replacing or expanding the most important infrastructure assets when this is absolutely needed.



Factors Impacting Utility Costs

Figure 1



Monthly Utility Billing

This budget includes the costs associated with moving to a monthly utility billing cycle. Increasing the frequency of our utility billings will benefit residents by:

- smaller, more manageable payments;
- more timely consumption information; and
- better alignment with other bills and expenses.

The process of moving to monthly billing has been made easier through the installation of radio read meters throughout the majority of the town. However, there are some houses that have not been transitioned to the new meters. For these households, the billings will be estimated for two out of three months and an actual read will occur once a quarter. This is similar to SaskPower's billing cycle. The town will continue to replace the non-radio read meters until all households are on the new system.

To improve the efficiency and the cost of utility billings, the town acquired software enabling it to provide electronic billing to customers. It is estimated that if all utility customers switched to

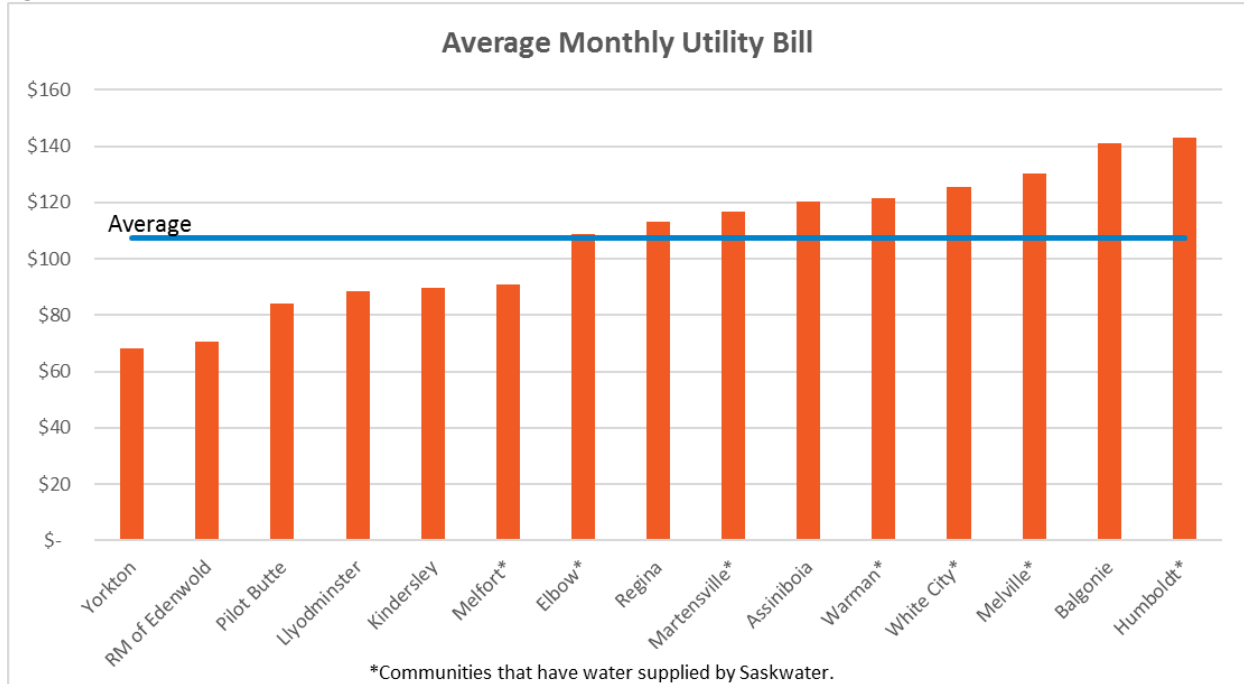


BUDGET 2018 – ENVIRONMENTAL SCAN

electronic billing, there would be savings of \$14K in postage alone. The administrators goal is to have 50% of customers on electronic billing by the end of 2018.

Under the 2017 rate structure, the town’s average household can expect a monthly bill of \$125.31. Figure 3 compares the average monthly water and sewer bill for 15 communities that are either members of the White Butte Region or are communities of similar size. It should be noted it is difficult to compare rates because of the variability in the way in which municipalities choose to fund water and sewer utilities.

Figure 3



Wastewater Treatment Facility

Overview

The WCRM158 Waste Water Authority (WWA) is joint public utility which provides wastewater treatment to the town and the RM of Edenwold. The WWA has created a scalable plan for a mechanical wastewater treatment facility (WWTF) which can provide wastewater treatment for a regional population between 6,000 to 12,000 people. The WWA is reviewing a mechanical treatment facility that can treat effluent to meet the Water Security Agency's standard for continuous discharge and is scalable depending on population growth and wastewater demand.

The WWTF project is on schedule and is expected to be completed by October 2018.

Operating Costs

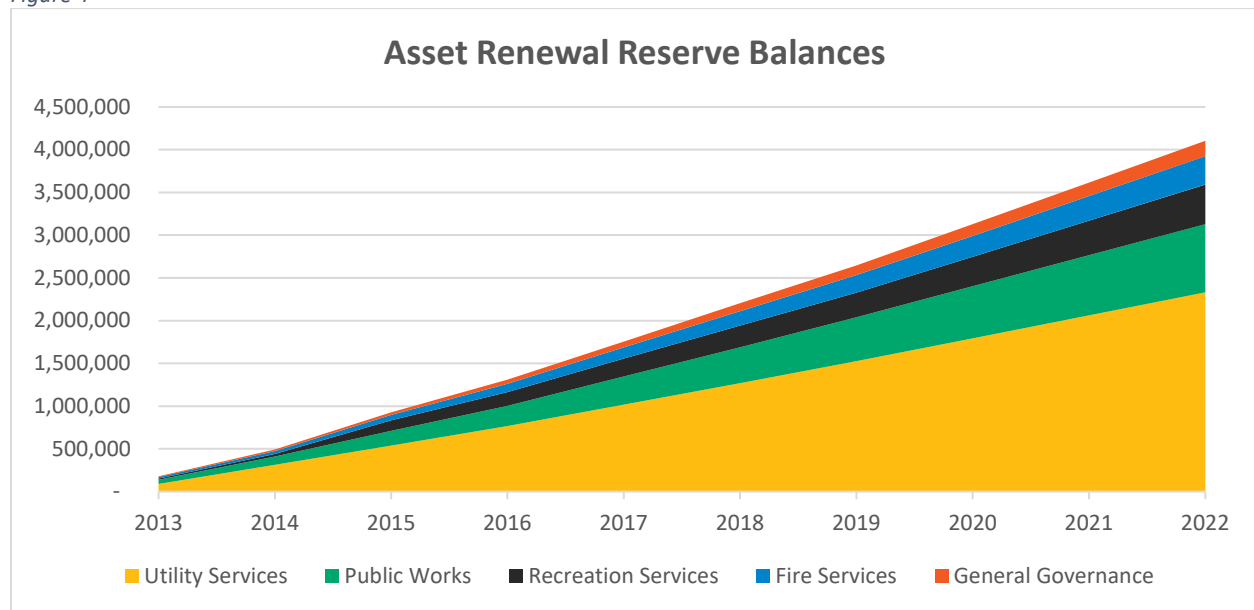
The new WWTF is a mechanical treatment plant which has projected operating costs of \$5.04 per month per household or \$68K for 2018. This is significantly lower operating costs than other mechanical WWTF as the system uses an electrokinetic treatment process which has a significantly lower operating cost than other traditional facilities.



History of Asset Renewal Reserves in White City

As a public corporation, the municipality has a primary role of managing assets, which in turn enable the municipality to provide services to its citizens. The town has over \$32M in infrastructure assets ranging from playground equipment to vehicles, streets, a water distribution system and wastewater collection system. Many of these assets have a life expectancy in excess of 25 years and some such as the wastewater collection lines have life expectancies in excess of 50 years. These long-term assets are extremely expensive to replace at the end of their life cycles. Historically, in many other municipalities this has led to assets being used past their engineered life, resulting in increased service disruptions, maintenance costs and interest charges to pay for borrowing. Eventually this leads to ad hoc asset renewal and the renewal is very costly.

Figure 4



The town is has taken a long-term view to managing its assets, which is especially advantageous since the majority of its assets are relatively new. In 2012, council directed administration to create a fully funded asset renewal program. Under this program, funds are set aside annually to ensure future replacement of the town's assets. The rate was initially set at 40% of amortization for all assets. Amortization is used as an approximation for the amount that should be set aside annually to replace an asset over the course of its life. In 2014, the asset renewal rate for water and sewer infrastructure was increased to 100%. This increase was factored into the utility rates, ensuring that the full cost of operating the utility is being charged to the residents who use these services.

In the 2018 Budget the asset renewal rate for general infrastructure was increased to 45% of amortization. Figure 4 outlines the current balances of the asset renewal reserves as well as the projected reserves up to 2020. As the town increases its funding percentage, the town will be able to have sufficient cash reserves accumulated to fully replace its assets. Therefore, the town will avoid incurring debt or having a large single year increase in taxes. The town enacted this policy so future generations of citizens will not be burdened with unsustainable debt. The primary purpose of this program is to recognize a 'pay as you go' philosophy rather than consuming the service and



encumbering future users with paying for its replacement. This ensures that 100% of tax revenue can be used to support services and programs for citizens rather than servicing debt. This program also insures that the town can continue to provide high quality services well into the future.

Customer Service and Communications

The town is improving its customer service and communications. The town believes that you can never stop improving on customer service and we focus on ensuring our residents are treated with respect, dignity and all concerns are met with equal importance.

It is the town's goal to provide residents with transparency on the operations of the town and to expand public consultation for projects going forward. The town believes our residents have valuable insight and ideas about the services being provided and growing our community.

The town uses social media and its website to keep in touch with residents. By improving our social media communications, the town can reach out to a large portion of the population within the town and surrounding area. Our social media strategy gives residents information about the day-to-day activities of our community.

Recreation Opportunities

The recreation department undertook several surveys and focus group consultations in 2016 and 2017 which showed strengths such as:

- the community enjoys its parks on a regular basis;
- satisfaction levels with recreation are above average;
- growth of the town is positive; and
- the town has progressive staff and leadership.

Some areas noted for improvement were recreation facilities such as indoor courts, aquatics, outdoor rinks and more playground equipment, and improved volunteer turn-out.

In 2017, the town partnered with multiple groups to successfully complete the following projects and events:

- upgrades to Diamond 3 at Serbu Park, allowing the White Butte Minor Ball Association to increase bookings every week and host a mosquito level ball tournament, drawing in 10 teams across the province to the community;
- organizing a successful Canada 150 celebration for the community, expanding on the Warm-up Run and Family Fun Day activities. The day concluded with a street dance and cabaret with live music, closing with a musical fireworks show; and
- constructing the new Double K Recreation Facility, fulfilling a need to provide winter recreation activities to a growing community.



Strategic Direction

Vision

A city with an innovative attitude, driven by residents, businesses and leaders who are creative and engaged.

Mission

The Town's mission is to create a community that provides peaceful living with high quality municipal services and wide-open spaces. We will plan and manage our growth responsibly and produce opportunities for our residents to enjoy a community that offers the services and amenities that provide for a high quality of life for all ages and for businesses to prosper.

Corporate Values

The following corporate values guide the way administration and council will conduct its affairs and in dealing with residents:

- *Responsive:* We are responsive to the needs of residents and regional partners;
- *Excellence:* We have passion for what we do, and we strive for best results;
- *Fairness:* We approach our work with unbiased judgment and sensitivity;
- *Integrity:* We are open, honest and honour our commitments;
- *Leadership:* We aspire to set examples that others will choose to follow;
- *Innovation:* We are a learning organization that grows through our experiences and welcomes innovative ideas; and,
- *Optimism:* We approach issues, events or conditions expecting the most favourable outcome.

Business Planning Principles

Business planning principles are used to translate the corporate values into behaviours. These are the principles administration uses to plan, make decisions, and act.

- *Accountability:* We are committed to transparent decision-making, engaging our stakeholders, and measuring and reporting our performance to the public;
- *Fiscal Responsibility:* We serve as responsible stewards of the public's money, ensuring best value-for-money for the Town's residents;
- *Long-Term Perspective:* We think strategically by aligning our decision-making with our long-term goals, encourage more innovative thinking and enable measured risks;
- *Corporate Perspective:* We consider the impact on and implications for the organization when we make decisions and take actions as individuals within the organization;
- *Innovation and Improvement:* We cultivate a progressive and creative approach to our work, incorporating continuous improvements into what we do and how we do it; and,
- *Teamwork:* We are team members. We build a positive team and family spirit by creating a safe, healthy and fair workplace



Goals

1. To create a community where residents can feel safe, develop strong connections with others, and maintain healthy, productive lives.
2. To support and promote a strong, dynamic and innovative development environment and local economy.
3. Support and promote intermunicipal cooperation and service sharing.
4. To be a community focused, responsive and accountable government.
5. To improve processes, reduce costs, improve customer service and operate with efficiency and excellence.



BUDGET 2018

Departmental Overview

Overview	Budget 2017	Forecast 2017	Budget 2018	Estimate 2019	Estimate 2020	Estimate 2021
Revenue						
Taxation	2,473,800	2,537,940	2,661,625	2,775,028	2,901,870	3,031,248
Departmental revenue	603,500	427,758	499,700	511,600	576,000	730,300
Grants	774,100	796,235	733,531	792,219	792,219	792,219
Development levies	347,200	318,100	340,300	790,200	399,100	399,100
Utility revenue	1,808,200	1,961,481	1,907,000	2,057,400	2,229,300	2,166,840
Utility development levies	1,088,700	635,300	1,466,700	1,577,000	1,929,500	1,861,900
Total revenue	7,095,500	6,676,814	7,608,855	8,503,447	8,827,989	8,981,607
Expenditures						
General Governance	1,062,200	928,700	1,194,800	6,198,200	1,253,800	1,267,100
Planning & Development	229,400	401,170	324,000	337,400	345,500	357,600
Fire Services	197,900	216,449	205,000	200,600	303,100	296,500
Policing Services	170,200	151,516	166,600	175,000	183,800	193,000
Public Works	1,242,700	1,117,200	1,484,400	5,082,400	1,248,400	1,271,000
Environmental Services	242,600	216,735	250,800	260,100	271,800	288,000
Recreation Services	1,123,600	1,031,084	1,049,800	746,600	698,000	902,300
Utilities	6,384,200	6,294,969	2,525,910	3,154,600	6,480,600	7,979,500
Total expenditures	10,652,800	10,357,824	7,201,310	16,154,900	10,785,000	12,555,000
Financial stabilization fund	205,900	-	94,700	113,600	89,400	18,800
Transfers from/(to) reserves	120,800	172,400	(939,400)	3,613,000	(691,000)	(578,700)
Debt issuance	3,651,700	3,651,700	660,900	4,200,000	2,750,000	4,200,000
Surplus/ (deficit)	9,300	143,090	34,345	47,947	12,589	29,107



BUDGET 2018

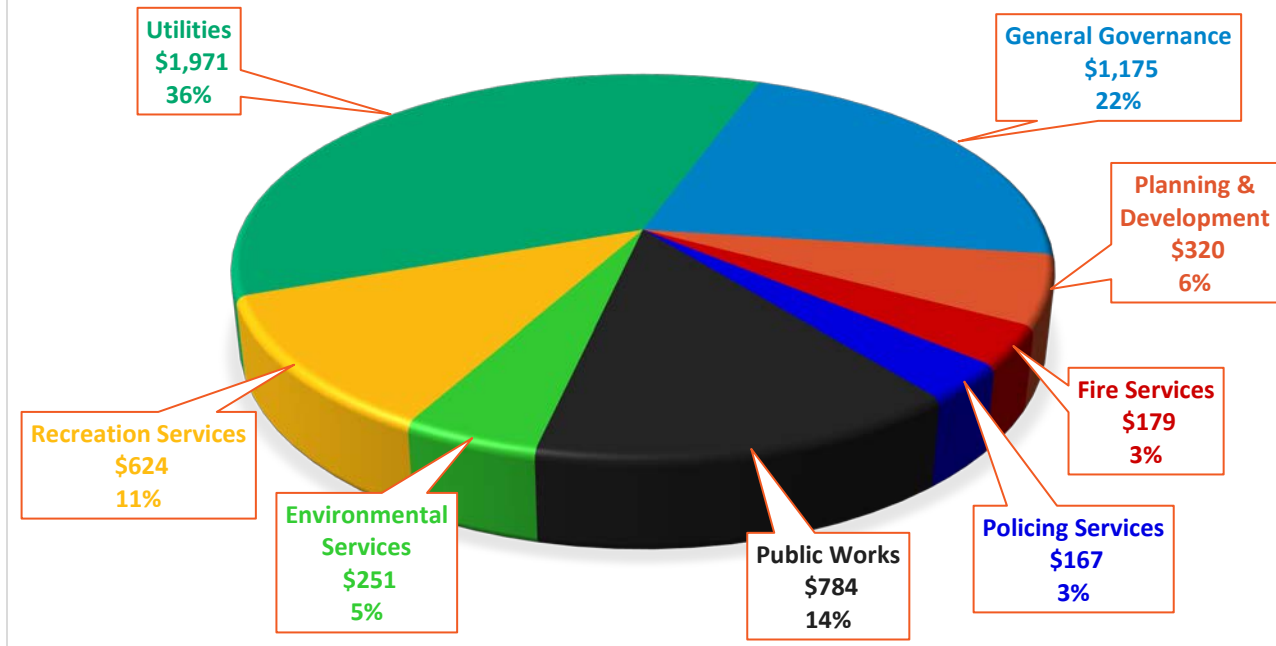
Budget Overview

Overview	Budget 2017	Forecast 2017	Budget 2018	Estimate 2019	Estimate 2020	Estimate 2021
Operations						
Revenues	4,198,600	4,080,032	4,235,155	4,869,047	4,669,189	4,952,867
Expenses (before amortization)	3,157,200	2,998,555	3,498,500	3,571,300	3,964,400	4,133,000
Capital projects	1,111,400	1,064,300	1,176,900	9,429,000	340,000	442,500
Financial stabilization fund	100,600	-	39,400	113,600	89,400	18,800
Asset renewal contributions	192,600	231,500	195,400	209,400	213,100	219,400
Reserve transfers	(362,300)	(269,800)	(24,600)	(4,295,100)	9,100	24,900
Debt issuance	-	-	(660,900)	(4,200,000)	-	-
Transfer from Operations to Utilities	-	-	-	-	-	-
Operational surplus/(deficit)	(900)	55,478	10,455	40,847	53,189	114,267
Utilities						
Revenues	2,896,900	2,596,781	3,373,700	3,634,400	4,158,800	4,028,740
Expenses (before amortization)	1,868,700	1,852,269	1,971,300	2,099,600	2,091,600	2,052,200
Investment in WWA	3,651,700	3,651,700	-	-	-	-
Capital projects	304,800	232,000	37,010	680,000	2,780,000	4,200,000
Debt repayment	559,000	559,000	517,600	375,000	1,609,000	1,727,300
Financial stabilization fund	105,300	-	55,300	-	-	-
Asset renewal contributions	228,800	228,800	251,400	255,200	268,800	324,400
Transfer from Operations to Utilities	-	-	-	-	-	-
Reserve transfers	(179,900)	(362,900)	517,200	217,500	200,000	10,000
Debt issuance	(3,651,700)	(3,651,700)	-	-	(2,750,000)	(4,200,000)
Utilities surplus/(deficit)	10,200	87,612	23,890	7,100	(40,600)	(85,160)
Surplus/ (deficit)	9,300	143,090	34,345	47,947	12,589	29,107

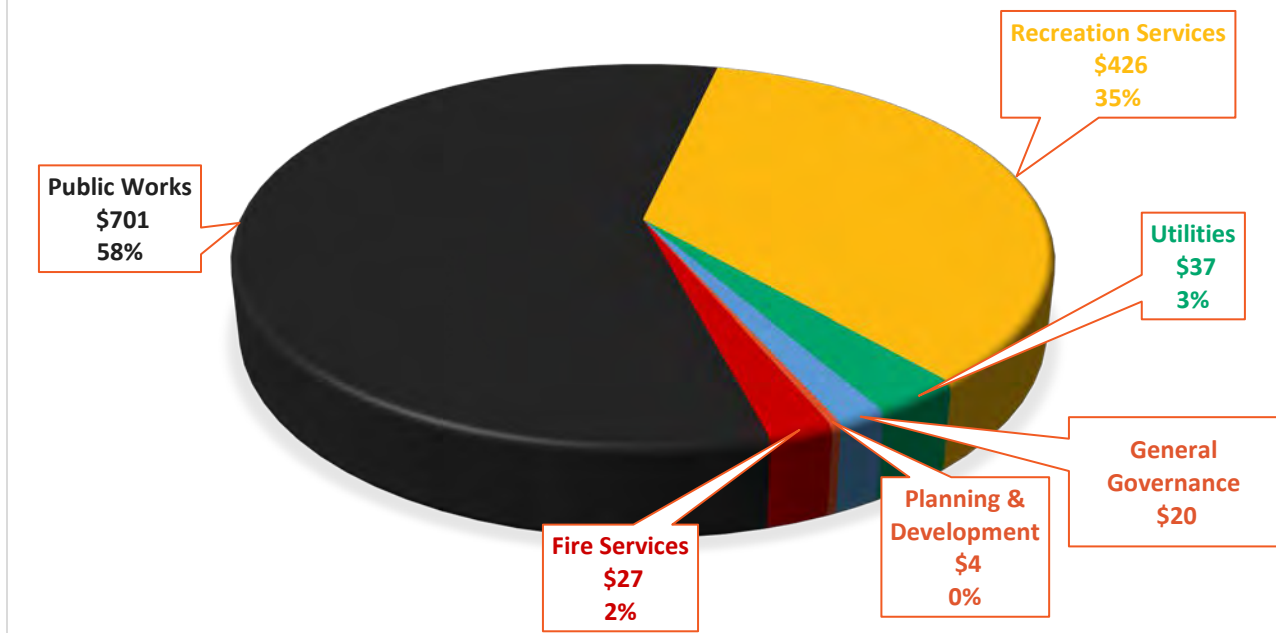


BUDGET 2018

OPERATING EXPENSES BY DEPARTMENT (\$'000)



CAPITAL INVESTMENTS BY DEPARTMENT (\$'000)





BUDGET 2018

	Taxation and Transfers	General Governance	Planning and Development	Fire Services	Policing Services	Public Works	Environment	Recreation Services	Utility Services	Total
Revenue										
Taxation	2,661,625	-	-	-	-	20,000	-	-	27,400	2,709,025
Services	-	14,400	22,600	124,000	3,000	-	2,800	90,600	1,879,600	2,137,000
Unconditional grants	616,319	-	-	-	-	-	-	-	-	616,319
Conditional grants	117,212	400	-	-	-	7,200	14,000	17,000	-	155,812
Development levies	-	-	60,000	26,500	-	-	-	253,800	1,466,700	1,807,000
Disposal of asset	-	-	-	-	-	3,000	-	-	-	3,000
Other	-	61,000	-	-	-	-	-	119,700	-	180,700
Total revenue	3,395,155	75,800	82,600	150,500	3,000	30,200	16,800	481,100	3,373,700	7,608,855
Expenses										
Legislative services	-	121,500	-	-	-	-	-	-	-	121,500
Salaries & benefits	-	532,800	176,500	71,000	-	364,300	-	280,600	195,400	1,620,600
Services	-	359,400	106,000	5,800	166,600	-	246,300	1,600	437,800	1,323,500
Utilities	-	11,700	4,000	8,300	-	57,400	-	30,200	19,000	130,600
Maintenance	-	147,400	28,500	82,000	-	362,200	4,500	217,500	201,100	1,043,200
Interest	-	1,000	-	-	-	-	-	-	210,900	211,900
Grants, transfers, and contributions	-	-	5,000	11,400	-	-	-	56,500	-	72,900
Other	-	-	-	-	-	-	-	37,500	907,100	944,600
Allowance for uncollectible accounts	-	1,000	-	-	-	-	-	-	-	1,000
Amortization	-	49,100	-	82,000	-	198,900	-	103,900	251,400	685,300
Total expenses	-	1,223,900	320,000	260,500	166,600	982,800	250,800	727,800	2,222,700	6,155,100
Financial stabilization fund	-	39,400	-	-	-	-	-	-	55,300	94,700
Surplus/ (deficit)	3,395,155	(1,187,500)	(237,400)	(110,000)	(163,600)	(952,600)	(234,000)	(246,700)	1,095,700	1,359,055
Capital expenditures	-	20,000	4,000	26,500	-	700,500	-	425,900	37,010	1,213,910
Amortization	-	(49,100)	-	(82,000)	-	(198,900)	-	(103,900)	(251,400)	(685,300)
Debt repayment	-	-	-	-	-	-	-	-	517,600	517,600
Net unallocated cash flow	3,395,155	(1,158,400)	(241,400)	(54,500)	(163,600)	(1,454,200)	(234,000)	(568,700)	792,490	312,845
Debt issuance	-	-	-	-	-	660,900	-	-	-	660,900
Transfers from/(to) reserves										
Reserves - asset renewals	-	(22,000)	-	(36,900)	-	(89,500)	-	(47,000)	(251,400)	(446,800)
Reserves - recreation committee surplus	-	-	-	-	-	-	-	(2,200)	-	(2,200)
Reserves - recreation committee contributions	-	-	-	-	-	-	-	-	-	-
Reserves - assets renewal withdrawals	-	-	-	-	-	-	-	-	-	-
Previous budgeted items	-	-	-	-	-	-	-	18,500	-	18,500
Internal borrowing	-	-	-	-	-	(17,700)	-	26,000	(443,500)	(435,200)
Internal borrowing (repayment)	-	-	-	-	-	-	-	-	(73,700)	(73,700)
Utilities surplus	-	-	-	-	-	-	-	-	-	-
Support through taxation, grants	(3,360,810)	1,180,400	241,400	91,400	163,600	900,500	234,000	573,400	(23,890)	-
Operating balance	34,345	-	-	-	-	-	-	-	-	34,345



General Governance

Includes:

- Legislative Services
- Finance
- Taxation and Assessment
- Information Technology
- Human Resource
- Communications

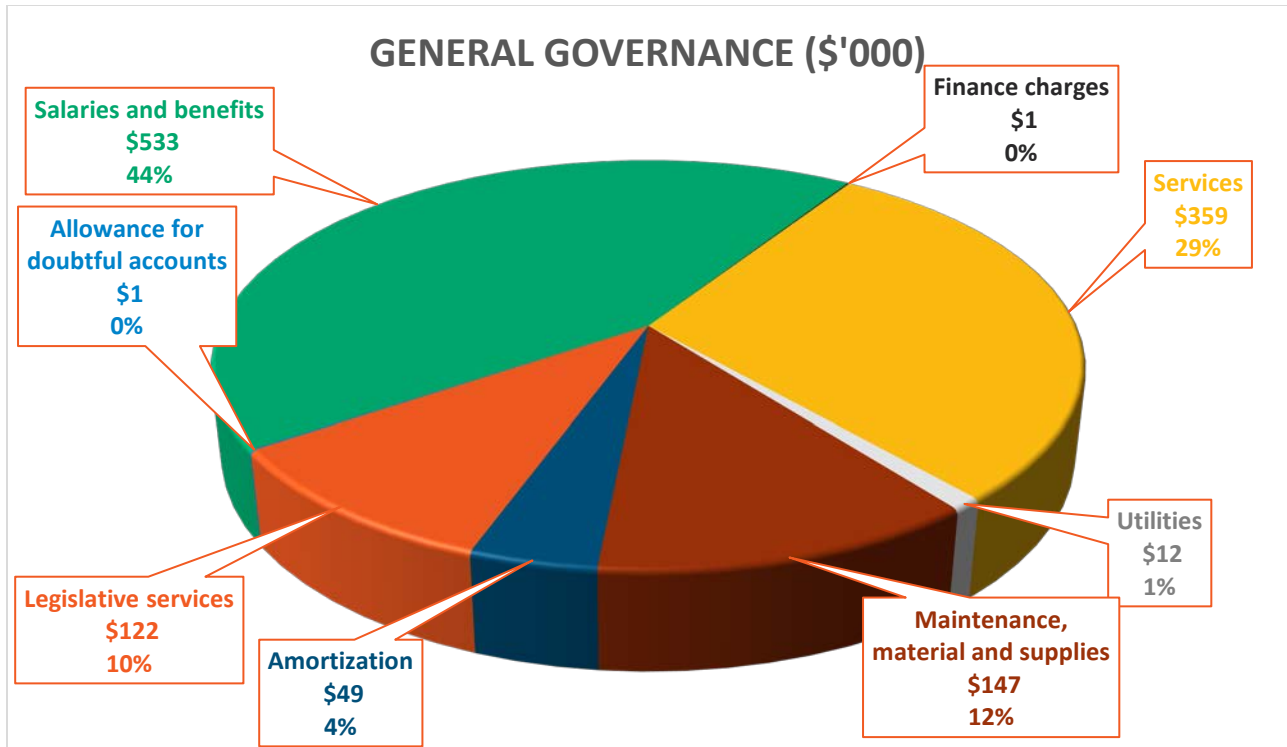
Description

General Governance provides leadership and professional services to support the delivery of public services to the citizens of the Town. By providing financial, human resources, and other specialized services, General Governance ensures that the Town has the capability and technical expertise to support the delivery of public services.

Strategic Plan		
Goal	Objective	Actions
To support and promote a strong, dynamic and innovative development environment and local economy.	Ensure the Town has sufficient land base to grow to a community of 10,000 to 14,000 people and obtain sufficient commercial and industrial development necessary to broaden the Town's property assessment base.	Complete the terms of the 2015 Boundary Alteration Agreement with the RM of Edenwold No. 158 and secure a complimentary annexation process. Develop a 30 to 50-year growth plan for the town.
	Provide more convenient access to Town services and regulatory requirements.	Develop and adopt an online application process for permit applications, licenses, fines and inquiries.
To improve processes, reduce costs, improve customer service and operate with efficiency and excellence.	Create a team environment that values teamwork and accountability.	Provide training and teambuilding sessions and encourage learning opportunities related to the administration of the Town.
	Ensure clarity and transparency of human resource practices within the organization.	Complete review of human resource policies and practices. Develop human resource policies to promote customer service and operational excellence.
	Be fully transparent and have residents fully informed of the Town's plans, actions, policies and services.	Continue the implementation of a communications strategy, including website, social media, public awareness campaigns, public open houses and other communication and consultative processes.



BUDGET 2018 – GENERAL GOVERNANCE





BUDGET 2018 – GENERAL GOVERNANCE

General Governance	Budget 2017	Forecast 2017	Budget 2018	% change from 2017	Estimate 2019	Estimate 2020	Estimate 2021
Revenue							
Services	14,400	19,769	14,400	-	14,400	14,400	14,400
Grants, transfer, and contributions	400	400	400	-	400	400	400
Disposal of assets	-	-	-	-	-	-	-
Investments and interest	61,000	33,414	61,000	-	150,400	209,300	358,100
Total revenue	75,800	53,583	75,800		165,200	224,100	372,900
Operating expenses							
Legislative services	125,400	120,800	121,500	(3%)	132,000	126,700	137,300
Administrative services							
Salaries and benefits	465,600	412,715	532,800	14%	543,500	557,100	582,200
Services	307,400	274,831	359,400	17%	356,600	363,800	371,100
Utilities	11,700	12,528	11,700	-	12,200	12,700	13,300
Maintenance, materials and supplies	125,700	52,494	147,400	17%	151,900	156,500	161,200
Finance charges, interest	1,700	1,159	1,000	(41%)	1,000	1,000	1,000
Allowance for uncollectibles	3,500	3,943	1,000	(71%)	1,000	1,000	1,000
Amortization	49,100	49,100	49,100	-	49,100	49,100	49,100
Total administrative services	964,700	820,800	1,102,400	14%	1,115,300	1,141,200	1,178,900
Capital expenditures	21,200	36,200	20,000	(6%)	5,000,000	35,000	-
Remove non-cash expenses	(49,100)	(49,100)	(49,100)	-	(49,100)	(49,100)	(49,100)
Total cash expenditures	1,062,200	928,700	1,194,800	12%	6,198,200	1,253,800	1,267,100
Financial stabilization fund	100,600	-	39,400	(61%)	113,600	89,400	18,800
Transfers from/(to) reserves							
Asset renewal reserve contributions	(22,000)	(60,900)	(22,000)	-	(22,100)	(22,100)	(22,100)
Internal borrowing	-	-	-	-	-	-	-
Previously budgeted item	71,000	60,900	-	(100%)	-	-	-
Asset renewal reserve withdrawals	-	-	-	-	-	15,800	-
General reserves	-	-	-	-	5,000,000	-	-
Support through taxation, grants	1,038,000	875,117	1,180,400	14%	1,168,700	1,125,400	935,100



Planning and Development

Includes:

- Planning
- Bylaw enforcement
- Development and Landscaping

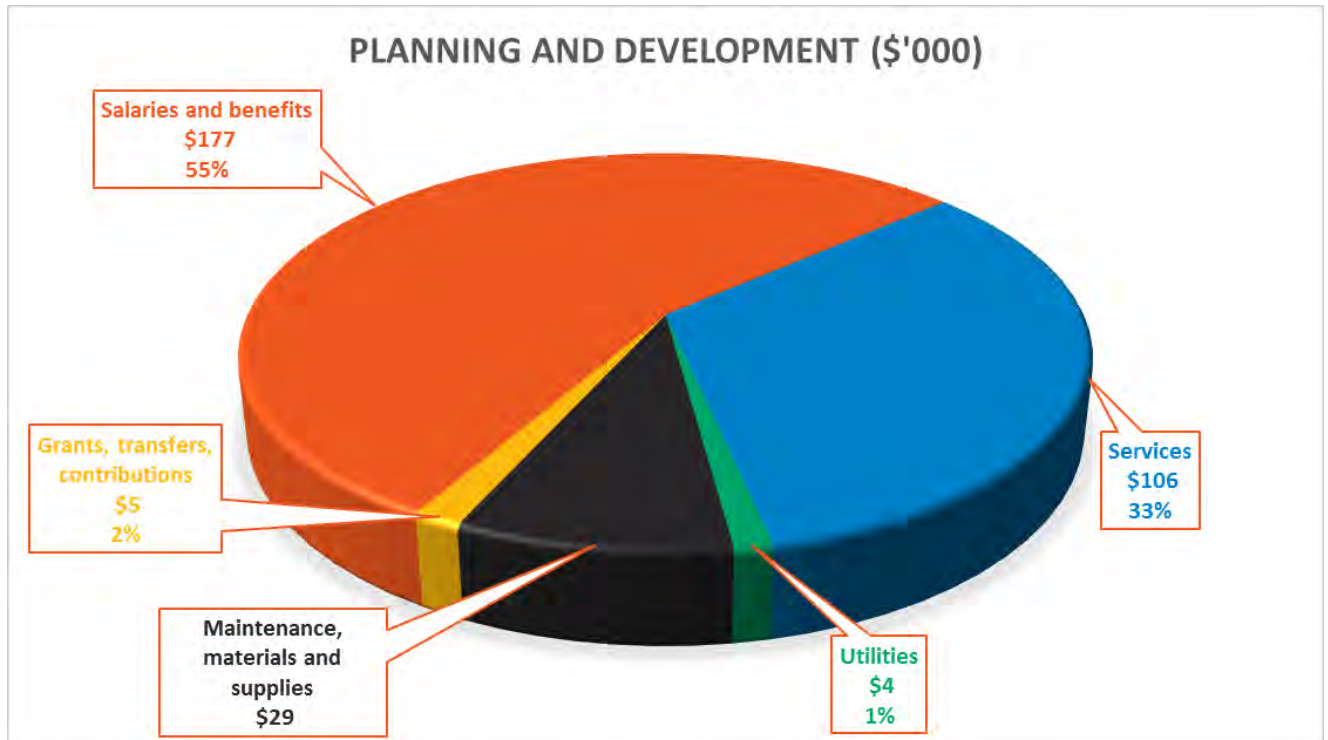
Description

To manage a wide range of planning initiatives, including the implementation of the town’s Official Community Plan, which guide growth and change in the town. Planning and Development reviews ongoing development proposals in a fair and objective manner to ensure the creation of sustainable and complete subdivisions that are responsive to community values, while advising council on planning processes and development applications. Planning and Development enables development and growth that follows the town's development plan through local area planning initiatives, policies, regulations, guidelines and tools while working collaboratively with stakeholders.

Strategic Plan		
Goal	Objective	Actions
To support and promote a strong, dynamic and innovative development environment and local economy.	Ensure cost effective recovery on the infrastructure and other municipal services for new development.	Complete the off-site levy study and implement a development levy bylaw.
	Grow the non-residential assessment base to achieve a tax assessment ratio between residential and commercial of 90:10 in five years and 85:15 in ten years.	Increase the amount of commercial tax assessment within the Town by making available developable land for commercial purposes.



BUDGET 2018 – PLANNING & DEVELOPMENT





BUDGET 2018 – PLANNING & DEVELOPMENT

Planning & Development	Budget 2017	Forecast 2017	Budget 2018	% change from 2017	Estimate 2019	Estimate 2020	Estimate 2021
Revenue							
Services	33,100	34,583	22,600	(32%)	22,600	22,600	22,600
Development levies	-	-	60,000	-	-	-	-
Occupancy deposit forfeiture	-	-	-	-	-	-	-
Total revenue	33,100	34,583	82,600	150%	22,600	22,600	22,600
Operating expenses							
Salaries and benefits	138,700	216,256	176,500	27%	180,100	184,700	193,100
Services	48,500	90,422	106,000	119%	118,200	120,600	123,100
Utilities	4,000	2,950	4,000	-	4,200	4,400	4,600
Maintenance, materials and supplies	33,200	85,780	28,500	(14%)	29,400	30,300	31,300
Grants, transfers, and contributions	5,000	5,762	5,000	-	5,000	5,000	5,000
Amortization	-	-	-	-	1,000	1,000	1,000
Home inspections	-	-	-	-	-	-	-
Grade elevation surveys	-	-	-	-	-	-	-
Total operating expenses	229,400	401,170	320,000	39%	337,900	346,000	358,100
Capital expenditures	-	-	4,000	-	-	-	-
Remove non-cash expenses	-	-	-	-	(1,000)	(1,000)	(1,000)
Asset renewal reserve transfers	-	-	-	-	500	500	500
Total cash expenditures	229,400	401,170	324,000	41%	337,400	345,500	357,600
Transfers from/(to) reserves							
Asset renewal reserves	-	-	-	-	(500)	(500)	(500)
Internal borrowing	-	-	-	-	-	-	-
Previously budgeted surplus	-	-	-	-	-	-	-
Transfers to reserves - OC forfeitures	-	-	-	-	-	-	-
General reserves	-	(38,900)	-	-	-	-	-
Support through taxation, grants	196,300	405,487	241,400	23%	315,300	323,400	335,500



BUDGET 2018 – FIRE SERVICES

Fire Services

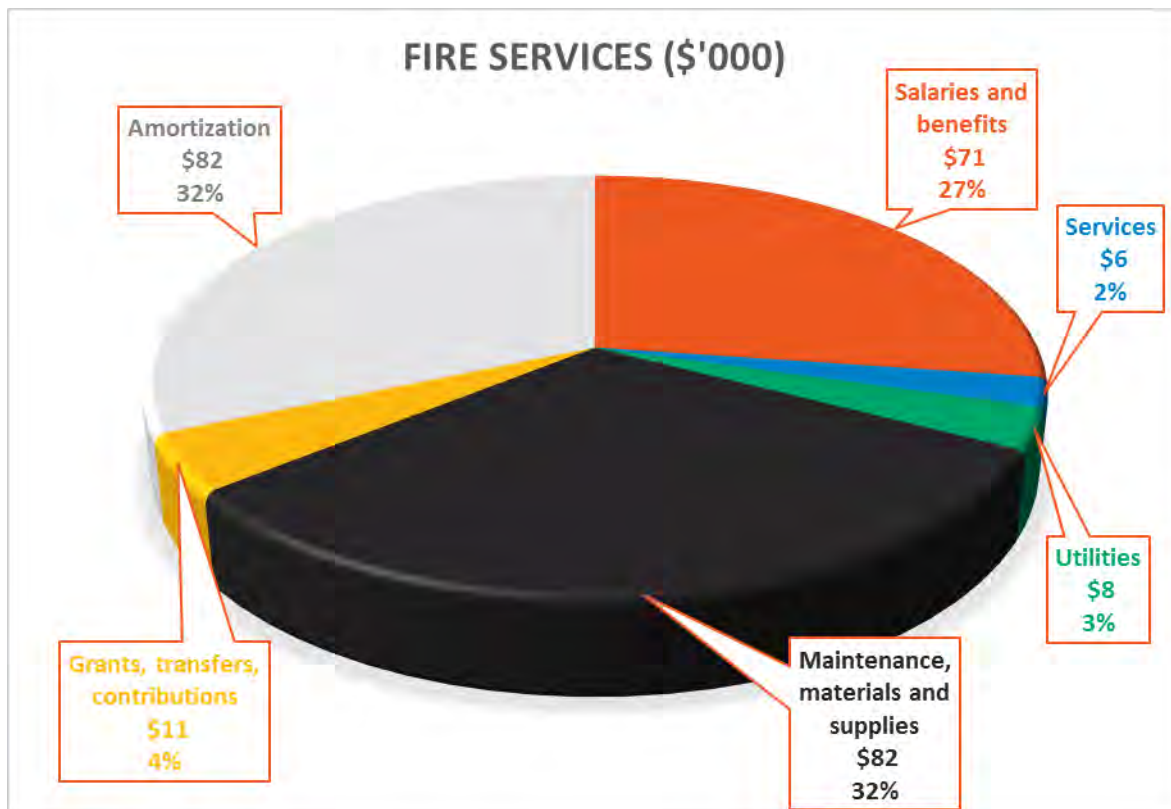
Includes:

- Fire Department
- Emergency Management Organization
- First Responders

Description

To provide quick, proficient, emergency and non-emergency fire suppression and rescue assistance to victims of fire, accidents, and other disasters or emergencies in order to prevent or minimize loss of life or property. This includes fire suppression, notification and evacuation of citizens, rescue services including motor vehicle extrication.

Strategic Plan		
Goal	Objective	Actions
Support and promote intermunicipal cooperation and service sharing.	The Town will secure reasonable and fair cost recovery for services provided to other municipalities, first nations and agencies.	Negotiate agreements, such as the Fire Services Agreement with the RM with a view to ensuring costs of providing service are fully recovered.





BUDGET 2018 – FIRE SERVICES

Fire Services	Budget 2017	Forecast 2017	Budget 2018	% change from 2017	Estimate 2019	Estimate 2020	Estimate 2021
Revenue							
Services	97,400	118,332	124,000	27%	129,000	134,000	139,000
Fundraising	-	-	-	-	-	-	-
Development levies	35,000	35,000	26,500	(24%)	10,000	50,000	50,000
Grants, transfer, and contributions	-	-	-	-	-	-	-
Disposal of assets	-	-	-	-	-	-	-
Total revenue	132,400	153,332	150,500	14%	139,000	184,000	189,000
Operating expenses							
Salaries and benefits	35,000	43,400	71,000	103%	64,200	102,600	126,800
Services	5,800	60,280	5,800	-	6,000	6,200	6,400
Utilities	8,300	7,223	8,300	-	8,700	9,100	9,500
Maintenance, materials and supplies	95,400	53,347	82,000	(14%)	85,300	88,800	92,400
Grants, transfers, and contributions	26,900	25,700	11,400	(58%)	11,400	11,400	11,400
Amortization	78,000	78,000	82,000	5%	83,100	86,700	98,900
Total operating expenses	249,400	267,949	260,500	4%	258,700	304,800	345,400
Capital expenditures	26,500	26,500	26,500	-	25,000	85,000	50,000
Remove non-cash expenses	(78,000)	(78,000)	(82,000)	5%	(83,100)	(86,700)	(98,900)
Total cash expenditures	197,900	216,449	205,000	4%	200,600	303,100	296,500
Transfers from/(to) reserves							
Asset renewal reserve contributions	(35,100)	(35,100)	(36,900)	5%	(37,400)	(39,100)	(44,600)
Internal borrowing	-	-	-	-	-	-	-
Asset renewal reserve withdrawals	-	-	-	-	-	-	-
Previously budgeted surplus	-	-	-	-	-	-	-
Previous year fundraising	7,000	7,000	-	(100%)	-	-	-
Support through taxation, grants	93,600	91,218	91,400	(2%)	99,000	158,200	152,100



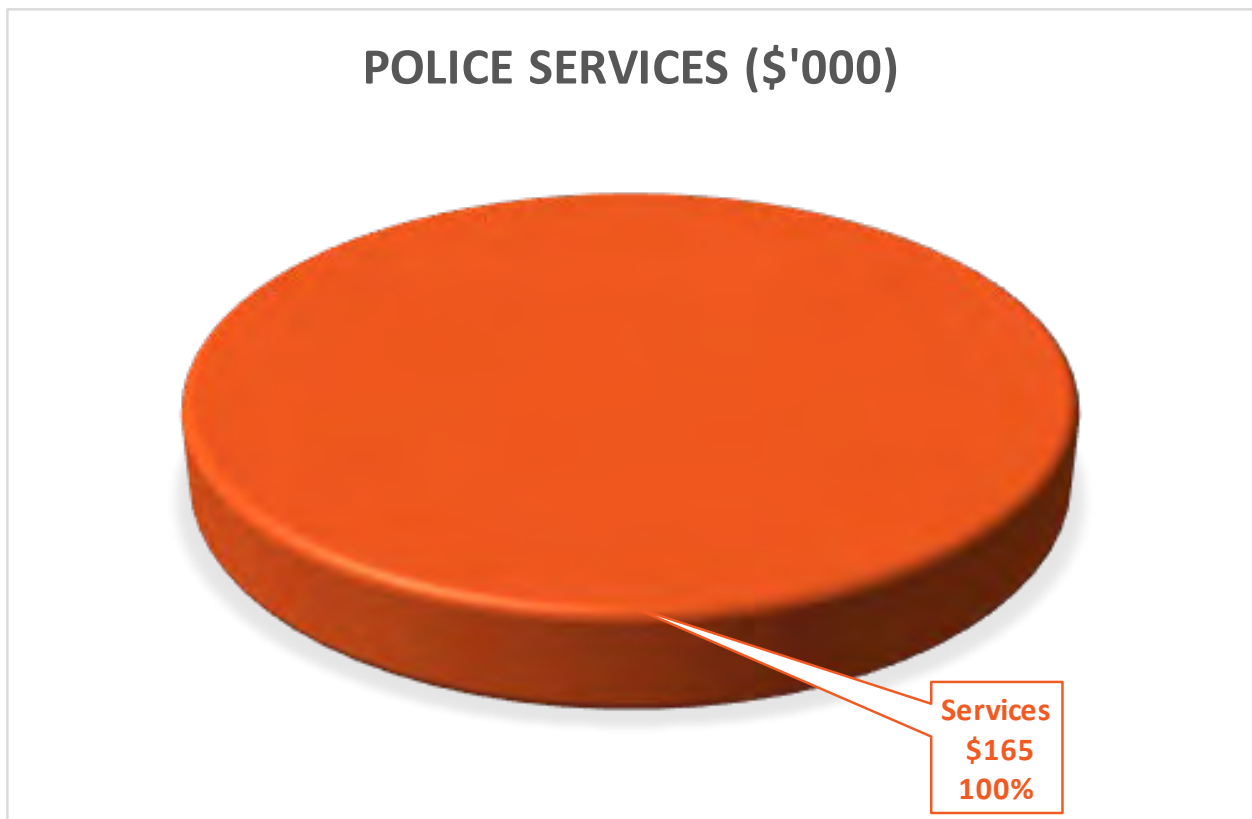
Policing Services

Includes:

- Crime Protection
- Bylaw Enforcement

Description

The policing service provides emergency, urgent, and non-urgent responses to public calls for service. This includes disaster situations, danger to life and property situations, and lower risk to persons and property, and bylaw enforcement. In addition, the service undertakes criminal investigations potentially leading to offender identification, arrest or other resolution.





BUDGET 2018 – POLICING SERVICES

Policing Services	Budget 2017	Forecast 2017	Budget 2018	% change from 2017	Estimate 2019	Estimate 2020	Estimate 2021
Revenue							
Services	3,000		3,000	-	3,000	3,000	3,000
Total revenue	3,000	-	3,000	-	3,000	3,000	3,000
Operating expenses							
Services	170,200	151,516	166,600	(2%)	175,000	183,800	193,000
Total operating expenses	170,200	151,516	166,600	(2%)	175,000	183,800	193,000
Total cash expenditures	170,200	151,516	166,600	(2%)	175,000	183,800	193,000
Transfers from/(to) reserves							
Internal borrowing	-	-	-	-	-	-	-
Previously budgeted surplus	-	-	-	-	-	-	-
Unallocated net financial assets	-	-	-	-	-	-	-
Support through taxation, grants	167,200	151,516	163,600	(2%)	172,000	180,800	190,000



BUDGET 2018 – PUBLIC WORKS

Public Works

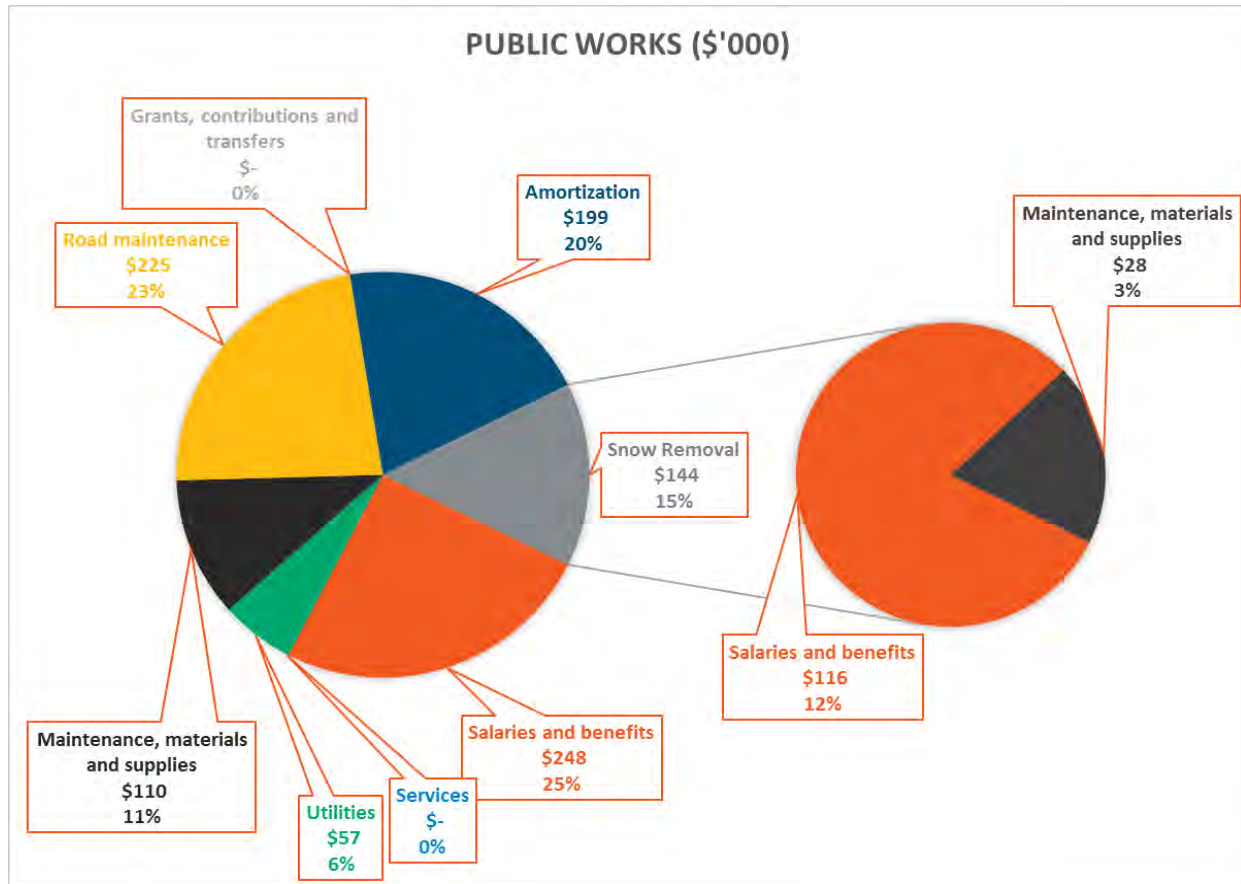
Includes:

- Road Maintenance
- Road Construction
- Road Rehabilitation
- Snow Removal
- Drainage
- Walking Trails

Description

To provide residents with access to well-maintained roadways and walking trails in order to ensure safe, and efficient movement of people, goods and services. This includes the undertaking of effective and timely roadway snow and ice control to provide safe and accessible conditions on town streets and pathways during winter months.

Strategic Plan		
Goal	Objective	Actions
To be a community focused, responsive and accountable government.	Maintain and replace assets when they reach the end of their useful engineered life.	Develop asset management policy and framework, engage in staff training initiative, renew inventory of assets and determine asset replacement cycle.





BUDGET 2018 – PUBLIC WORKS

Public Works	Budget 2017	Forecast 2017	Budget 2018	% change from 2017	Estimate 2019	Estimate 2020	Estimate 2021
Revenue							
Taxation	-	-	20,000	-	20,000	20,000	20,000
Development levies	83,700	83,700	-	(100%)	780,200	349,100	349,100
Disposal of assets	27,000	31,003	3,000	(89%)	-	-	-
Grants, transfer, and contributions	7,200	7,290	7,200	-	7,200	7,200	7,200
Other	-	-	-	-	-	-	-
Total revenue	117,900	121,993	30,200	(74%)	807,400	376,300	376,300
Transportation services							
Salaries and benefits	223,500	242,072	248,200	11%	253,200	259,600	271,300
Services	5,000	-	-	(100%)	(51,000)	(52,100)	(53,200)
Utilities	55,000	23,941	57,400	4%	59,700	62,100	64,600
Maintenance, materials and supplies	79,100	147,564	109,500	38%	112,800	109,000	112,300
Road maintenance	193,200	109,000	224,900	16%	185,300	194,600	204,400
Grants, contributions and transfers	50,000	50,000	-	(100%)	-	-	-
Interest	-	-	-	-	24,500	190,400	184,300
Amortization	193,000	193,000	198,900	3%	210,800	210,800	210,800
Total transportation services	798,800	765,576	838,900	5%	795,300	974,400	994,500
Snow removal							
Salaries and benefits	107,500	107,500	116,100	8%	118,500	121,500	127,000
Maintenance, materials and supplies	30,300	30,300	27,800	(8%)	28,700	29,600	30,500
Total snow removal	137,800	137,800	143,900	4%	147,200	151,100	157,500
Total Public Works expenses	936,600	834,300	982,800	5%	942,500	1,125,500	1,152,000
Capital expenditures	499,100	475,900	700,500	40%	4,295,000	175,000	165,000
Principal payments	-	-	-	-	55,700	158,700	164,800
Remove non-cash expenses	(193,000)	(193,000)	(198,900)	3%	(210,800)	(210,800)	(210,800)
Total cash expenditures	1,242,700	1,117,200	1,484,400	19%	5,082,400	1,248,400	1,271,000
Debt Issuance							
Betteridge Road	-	-	-	-	4,200,000	-	-
Maintenance shop	-	-	660,900	-	-	-	-
Transfers from/(to) reserves							
Asset renewal reserve contribution	(97,000)	(97,000)	(89,500)	(8%)	(94,900)	(94,900)	(94,900)
Internal borrowing	-	-	-	-	-	-	-
Local improvement	-	-	(17,700)	-	(17,700)	(17,700)	(17,700)
Previously budgeted item	65,000	65,000	-	(100%)	-	-	-
Asset renewal reserve withdrawals	4,600	4,600	-	(100%)	-	-	-
General reserves	117,800	117,800	-	(100%)	-	-	-
Development Levies					(700,000)	-	-
Support through taxation, grants	1,034,400	904,807	900,500	(13%)	187,600	984,700	1,007,300



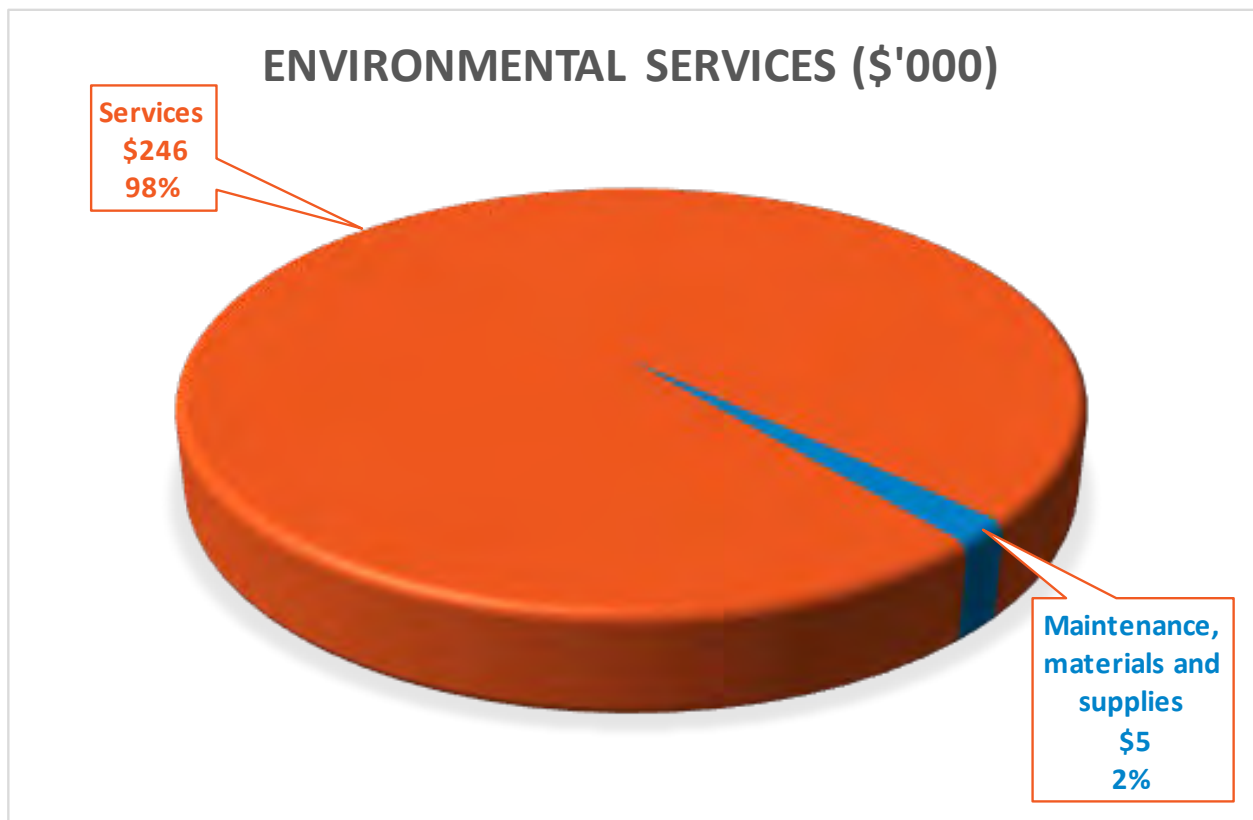
Environmental Services

Includes:

- Waste Collection
- Recycling Services
- Clean-up Bins
- Pest Control
- Weed Control
- Yard Refuse Pickup

Description

The town's refuse collection consists of alternating bi-weekly collections of waste and recycling roll out bins serviced by a third-party agent. The town also provides residents the opportunity to clean their homes and property by services including centralized refuse clean-up bins and various on-site refuse pick up programs throughout the year.





BUDGET 2018 – ENVIRONMENTAL SERVICES

Environmental Services	Budget 2017	Forecast 2017	Budget 2018	% change from 2017	Estimate 2019	Estimate 2020	Estimate 2021
Revenue							
Services	2,800	2,376	2,800	-	2,800	2,800	2,800
Grants, transfer, and contributions	11,000	13,841	14,000	27%	14,500	15,000	15,500
Total revenue	13,800	16,217	16,800	22%	17,300	17,800	18,300
Operating expenses							
Services	238,100	214,535	246,300	3%	255,600	267,300	283,500
Maintenance, materials and supplies	4,500	2,201	4,500	-	4,500	4,500	4,500
Other	-	-	-	-	-	-	-
Total operating expenses	242,600	216,735	250,800	3%	260,100	271,800	288,000
Total cash expenditures	242,600	216,735	250,800	3%	260,100	271,800	288,000
Transfers from/(to) reserves							
Internal borrowing	-	-	-	-	-	-	-
Previously budgeted surplus	-	-	-	-	-	-	-
General reserves	-	-	-	-	-	-	-
Support through taxation, grants	228,800	200,519	234,000	2%	242,800	254,000	269,700



BUDGET 2018 – RECREATION SERVICES

Recreation Services

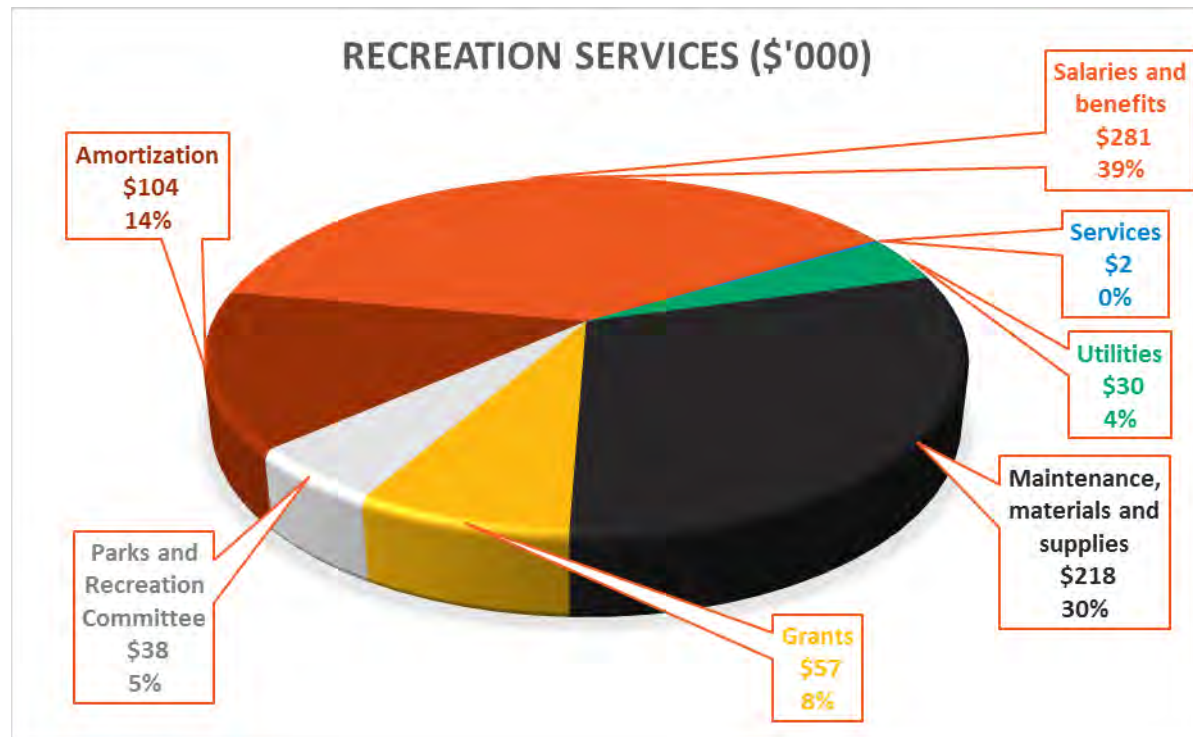
Includes:

- Indoor Facilities
- Parks and Outdoor Facilities
- Parks and Recreation Committee
- Activity Programs
- Recreation Administration

Description

The town will encourage provision of excellent social, arts, recreational and cultural services for the full spectrum of residents including youth, families, and seniors. Public leisure is a vital contributor to the quality of life in the town. Therefore, the town will provide, encourage, and leverage development of facilities, amenities, and programming to enhance the quality of life for all residents.

Strategic Plan		
Goal	Objective	Actions
To create a community where residents can feel safe, develop strong connections with others, and maintain healthy, productive lives.	Expand cultural opportunities for residents.	Create curriculum related “eco museum/outdoor school” unit of lessons in collaboration with the University of Regina and Royal Saskatchewan Museum.
To support and promote a strong, dynamic and innovative development environment and local economy.	Provide more housing options and recreational and environmental amenities for residents.	Develop requirements and standards for parks and green spaces in all new developments.





BUDGET 2018 – RECREATION SERVICES

Recreation Services	Budget 2017	Forecast 2017	Budget 2018	% change from 2017	Estimate 2019	Estimate 2020	Estimate 2021
Revenue							
Services	81,800	85,564	90,600	11%	90,600	90,600	90,600
Fundraising	146,400	102,718	80,000	(45%)	-	-	-
Parks and Recreation Committee	39,700	39,000	39,700	-	39,700	39,700	39,700
Grants, transfers, and contributions	78,300	74,417	17,000	(78%)	17,000	17,000	17,000
Development levies	228,500	199,400	253,800	11%	-	-	-
Contributed assets	-	-	-	-	-	-	-
Disposal of assets	-	-	-	-	-	-	-
Total Revenue	574,700	501,099	481,100	(16%)	147,300	147,300	147,300
Recreation services							
Salaries and benefits	246,000	241,646	280,600	14%	286,300	293,500	306,800
Services	24,400	98,726	1,600	(93%)	1,700	1,800	1,900
Utilities	30,200	21,187	30,200	-	31,500	32,800	34,200
Maintenance, materials and supplies	175,700	66,045	217,500	24%	224,100	230,900	237,900
Grants, transfers, and contributions	45,200	45,200	56,500	25%	56,500	56,500	56,500
Parks and Recreation Committee	37,500	32,579	37,500	-	37,500	37,500	37,500
Amortization	85,200	85,200	103,900	22%	121,000	125,400	127,200
Total recreation services	644,200	590,584	727,800	13%	758,600	778,400	802,000
Capital expenditures	564,600	525,700	425,900	(25%)	109,000	45,000	227,500
Remove non-cash expenses	(85,200)	(85,200)	(103,900)	22%	(121,000)	(125,400)	(127,200)
Total cash expenditures	1,123,600	1,031,084	1,049,800	(7%)	746,600	698,000	902,300
Transfers from/(to) reserves							
Asset renewal reserve contributions	(38,500)	(38,500)	(47,000)	22%	(54,500)	(56,500)	(57,300)
Internal borrowing	26,000	-	26,000	-	(5,000)	(5,000)	(5,000)
Previously budgeted surplus	23,100	23,100	18,500	(20%)	-	-	-
Asset renewal reserve withdrawals	-	-	-	-	20,000	-	-
Parks and Recreation contribution	50,000	50,000	-	(100%)	-	-	-
Transfer to Parks and Recreation reserve	(2,200)	(19,700)	(2,200)	-	(2,200)	(2,200)	(2,200)
General reserves	-	-	-	-	-	-	-
Support through taxation, grants	490,500	515,085	573,400	17%	641,000	614,400	819,500



BUDGET 2018 – UTILITY SERVICES

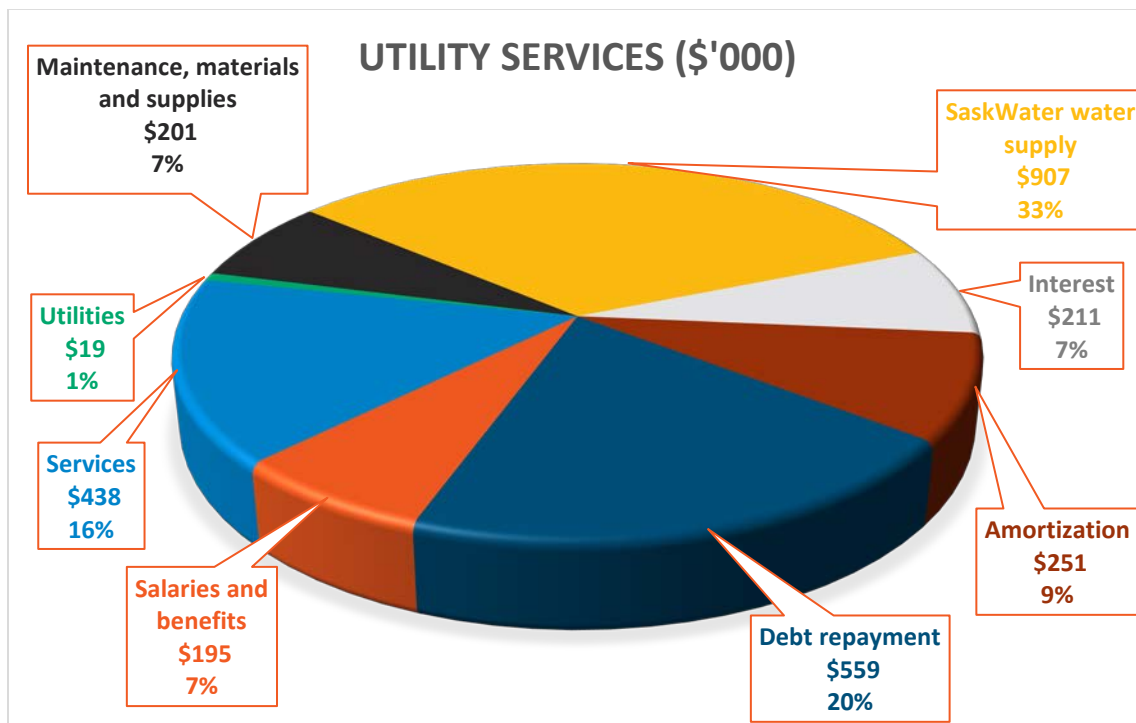
Utility Services

Includes:

- Water Treatment
- Water Distribution
- Wastewater Collection
- Wastewater Treatment
- Utility Billing

Description

To provide citizens with a safe and adequate supply of potable water through water supply, storage, treatment, pumping, distribution and metering. To provide the collection, transmission, disposal, treatment and monitoring of wastewater in order to ensure the environmentally appropriate handling of high volume sewage discharge.





BUDGET 2018 – UTILITY SERVICES

Utility Services	Budget 2017	Forecast 2017	Budget 2018	% change from 2017	Estimate 2019	Estimate 2020	Estimate 2021
Revenue							
Taxation	48,300		27,400	(43%)	-	-	-
Services	1,759,900	1,961,481	1,879,600	7%	2,057,400	2,229,300	2,166,840
Wastewater Authority fees	-	-	-	-	-	-	-
Grants, transfers, and contribution	-	-	-	-	-	-	-
Development levies	1,088,700	635,300	1,466,700	35%	1,577,000	1,929,500	1,861,900
Total Revenue	2,896,900	2,596,781	3,373,700	16%	3,634,400	4,158,800	4,028,740
Utility services							
Salaries and benefits	166,000	188,733	195,400	18%	199,400	204,400	213,600
Services	467,300	502,108	437,800	(6%)	446,600	355,600	112,800
Utilities	19,000	18,831	19,000	-	19,800	20,600	21,500
Maintenance, materials and supplies	237,200	144,034	201,100	(15%)	259,200	269,600	280,400
SaskWater water supply	794,700	877,897	907,100	14%	965,400	1,049,200	1,147,600
Wastewater treatment facility operations	-	-	-	-	-	-	-
Grants, transfers and contributions	3,651,700	3,651,700	-	(100%)	-	-	-
Interest	184,500	120,667	210,900	14%	209,200	192,200	276,300
Allowance for doubtful accounts	-	-	-	-	-	-	-
Amortization	236,800	236,800	251,400	6%	255,200	268,800	324,400
Total Utility services	5,757,200	5,740,769	2,222,700	(61%)	2,354,800	2,360,400	2,376,600
Capital expenditures	304,800	232,000	37,010	(88%)	680,000	2,780,000	4,200,000
Debt repayment	559,000	559,000	517,600	(7%)	375,000	1,609,000	1,727,300
Remove non-cash expenses	(236,800)	(236,800)	(251,400)	6%	(255,200)	(268,800)	(324,400)
Total cash expenditures	6,384,200	6,294,969	2,525,910	(60%)	3,154,600	6,480,600	7,979,500
Financial stabilization fund	105,300	-	55,300	(47%)	-	-	-
Debt Issuance							
Wastewater Treatment Facility	3,651,700	3,651,700	-	(100%)	-	-	-
Trunk Main extensions - Town Centre	-	-	-	-	-	-	4,200,000
Twining water intake lines	-	-	-	-	-	2,750,000	-
Water reservoir	-	-	-	-	-	-	-
Transfers from/(to) reserves							
Asset renewal reserve (contributions)	(228,800)	(228,800)	(251,400)	10%	(255,200)	(268,800)	(324,400)
Asset renewal reserve (withdrawals)	-	-	-	-	-	-	-
Internal borrowing	95,000	278,000	(443,500)	(567%)	-	-	-
Internal borrowing (repayment)	-	-	(73,700)	-	(217,500)	(200,000)	(10,000)
Previously budgeted item	4,500	4,500	-	(100%)	-	-	-
General reserves	-	-	-	-	-	-	-
Utilities reserves	80,400	80,400	-	(100%)	-	-	-
Transfer from Operations							
	-	-	-	-	-	-	-
Utility Surplus/ (Deficit)	10,200	87,612	23,890	134%	7,100	(40,600)	(85,160)



Taxation

The town uses a combination of base tax and ad valorem to determine property taxes. Council maintains its preference for a base tax because it reflects an equal consumption of services between residents. The base tax is levied to cover the cost of common services provided to all residents such as governance, snow clearing, parks maintenance, etc.

The services provided by the town are funded 70% through taxes, 20% through operating grants, and 10% through services fees and other operating revenues. Since the majority of operations are funded through tax dollars, tax increases typically keep pace with inflation to ensure that the current services continue to be provided. If additional services are to be added, then additional tax increases are required to offset the increased expenses associated with those additional services.

2018 Increases

The 2018 budget balances the desire for increased services with fiscal restraint to ensure that the town maintains a low property tax rate. As was the theme in 2017, the town continues to invest in recreation and refining its communication with the community.

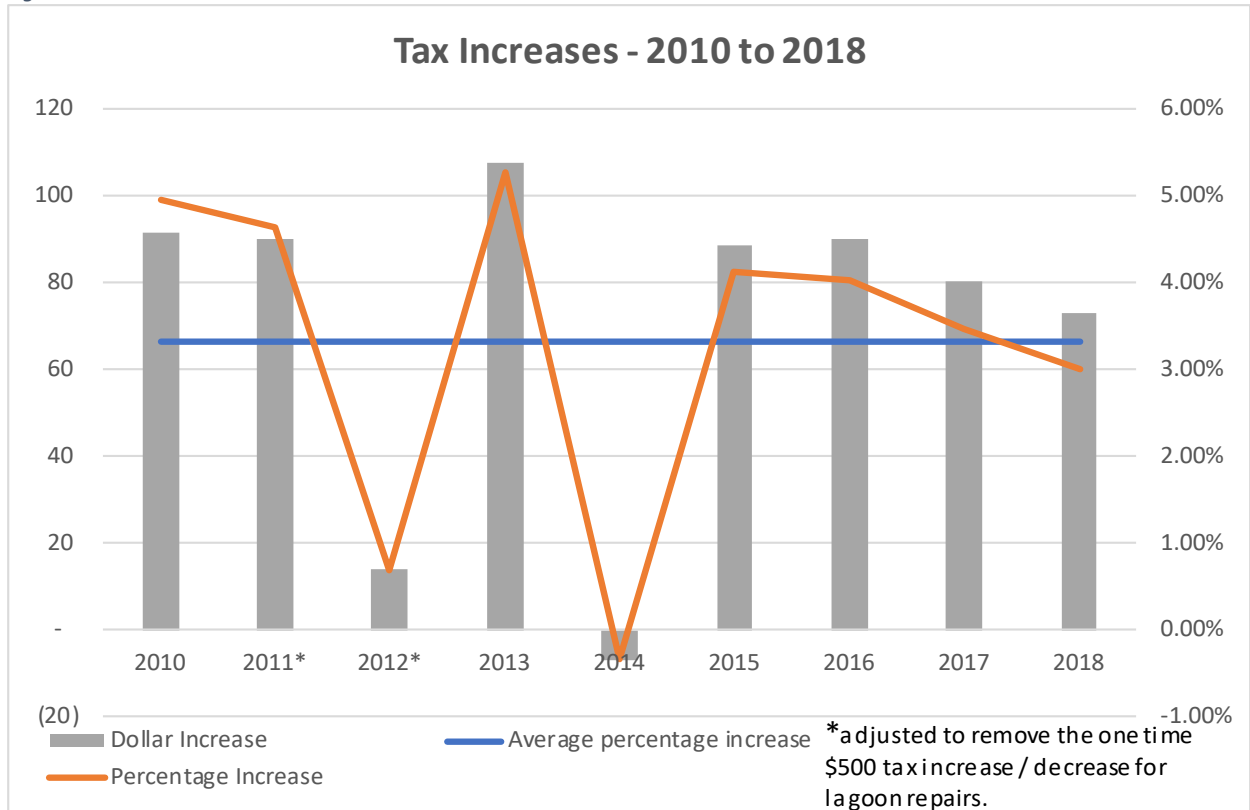
The last major investment in 2018 is the expansion of the town shop which will house equipment and staff which has expanded due to community growth in the past 10 years and will accommodate the continued growth of the community. This will be accomplished with a 3% municipal tax increase.



BUDGET 2018 – TAXATION AND GRANTS

Historical Tax Increases

Figure 5



Between 2010 and 2018 the town has averaged tax increases of \$70 or 3.3% annually. When inflation is factored in the real increase in taxation is 1.3% annually. In 2014, there was no tax increase as utility rates were raised to fund 100% of the asset renewal reserves and ensure that utility users were not being subsidized through taxation. This made more tax dollars available for general operations.



BUDGET 2018 – TAXATION AND GRANTS

Taxation and Grants	Budget 2017	Forecast 2017	Budget 2018	% change from 2017	Estimate 2019	Estimate 2020	Estimate 2021
Revenue							
Gross Municipal Taxes	2,860,600	2,921,517	3,040,625	6%	3,183,037	3,328,298	3,476,464
Less: Discounts	(379,300)	(393,740)	(403,200)	6%	(433,530)	(453,314)	(473,494)
Abatements	(36,000)	(21,849)	(6,000)	-83%	(6,000)	(6,000)	(6,000)
Add: Penalties on taxes	26,900	30,271	28,600	6%	29,921	31,286	32,679
GIL Payments	1,600	1,740	1,600	0%	1,600	1,600	1,600
Total Taxation	2,473,800	2,537,940	2,661,625	8%	2,775,028	2,901,870	3,031,248
Unconditional grants	661,300	661,287	616,319	(7%)	616,319	616,319	616,319
Conditional grants	112,800	134,948	117,212	4%	175,900	175,900	175,900
Total revenue	3,247,900	3,334,174	3,395,155	5%	3,567,247	3,694,089	3,823,467

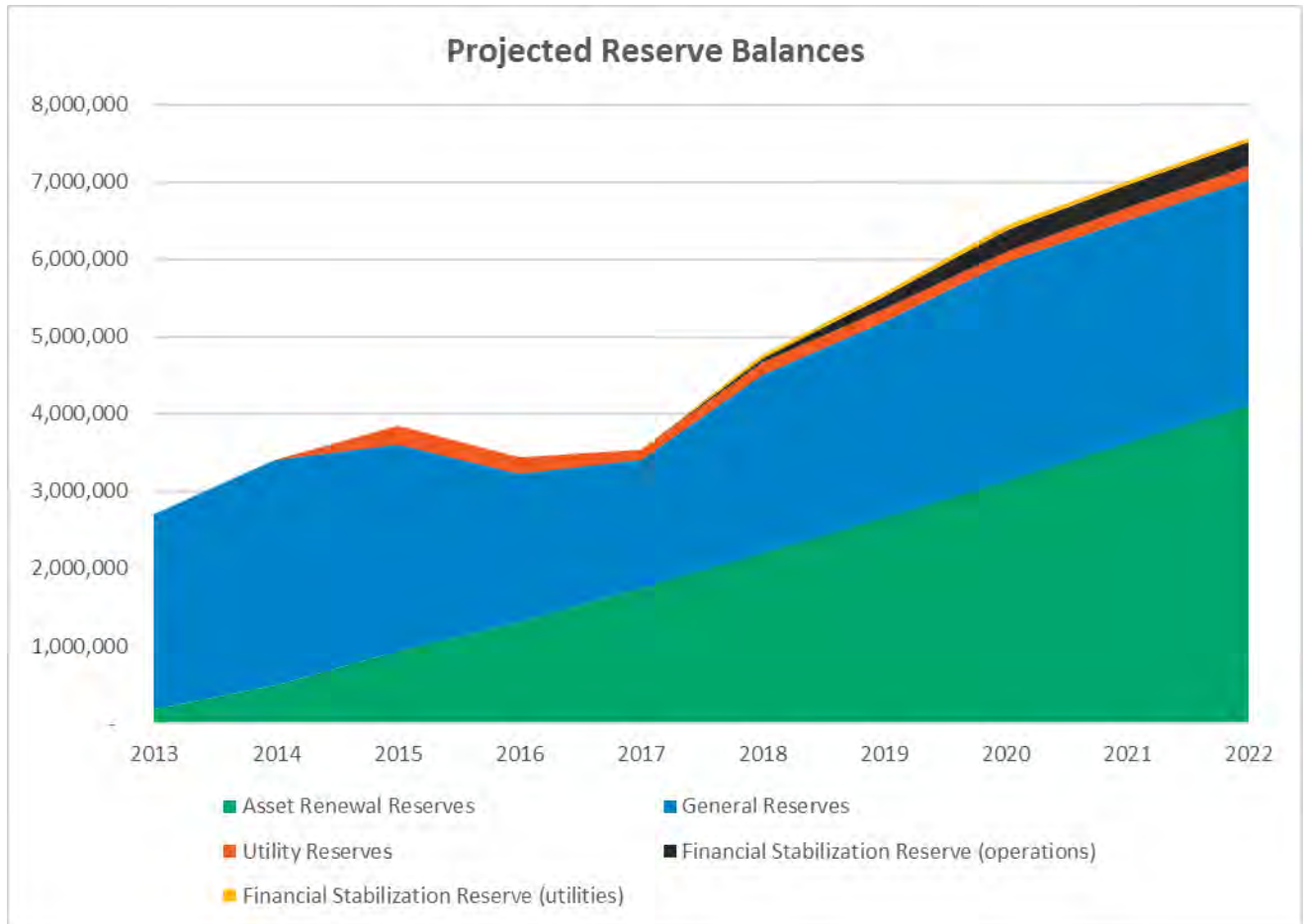


BUDGET 2018 – RESERVES

Reserves

The 2018 budget proposes growth in total reserves of 35% and general reserves are projected to will increase 40%. This growth is a result of the development levies expected to be received in 2018. In 2017, total reserves saw modest growth of 3% while general reserves were decreased by 14% to complete the Lott Road rehabilitation project and to support the continued growth of the community.

Figure 6





BUDGET 2018 – RESERVES

Financial Stabilization Reserves

This budget proposes the creation of two financial stabilization reserves – general operations, and utilities. The reserves will be funded through the former contingency line item, at the current rates:

- 2.9% for general operations; and
- 5.0% for utilities.

The reserves will be grown until they are 8% of the current year expenditure budget. At the time, the financial stabilization line item will be reduced until the reserve is below the 8% threshold. Figure 7 and 8 provide projected reserve balances based on the current four-year expenditure estimates.

Figure 7

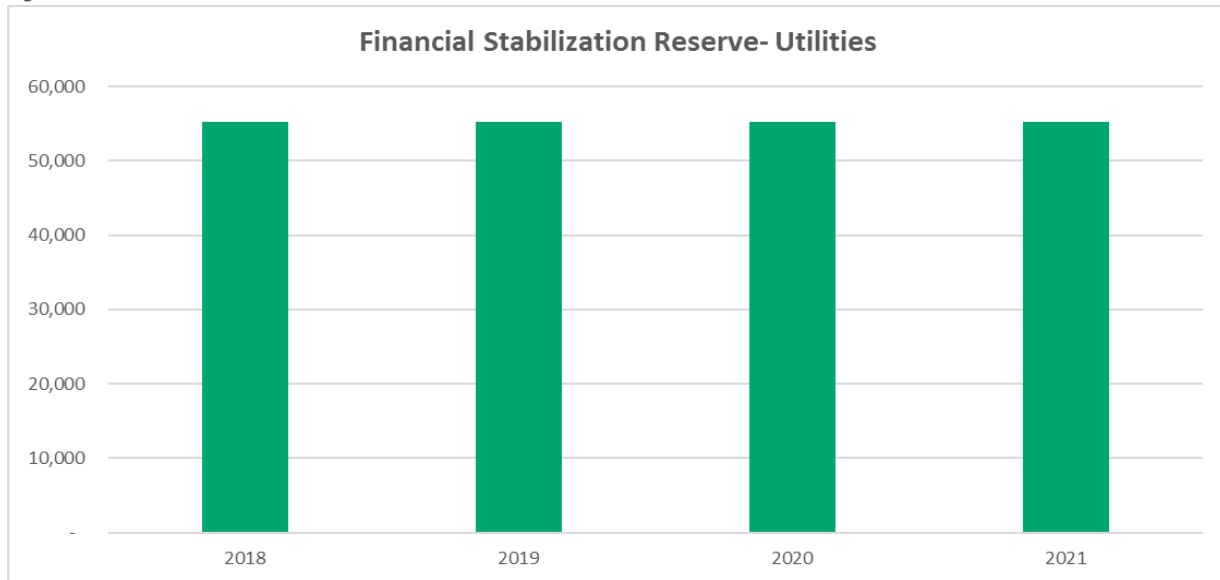
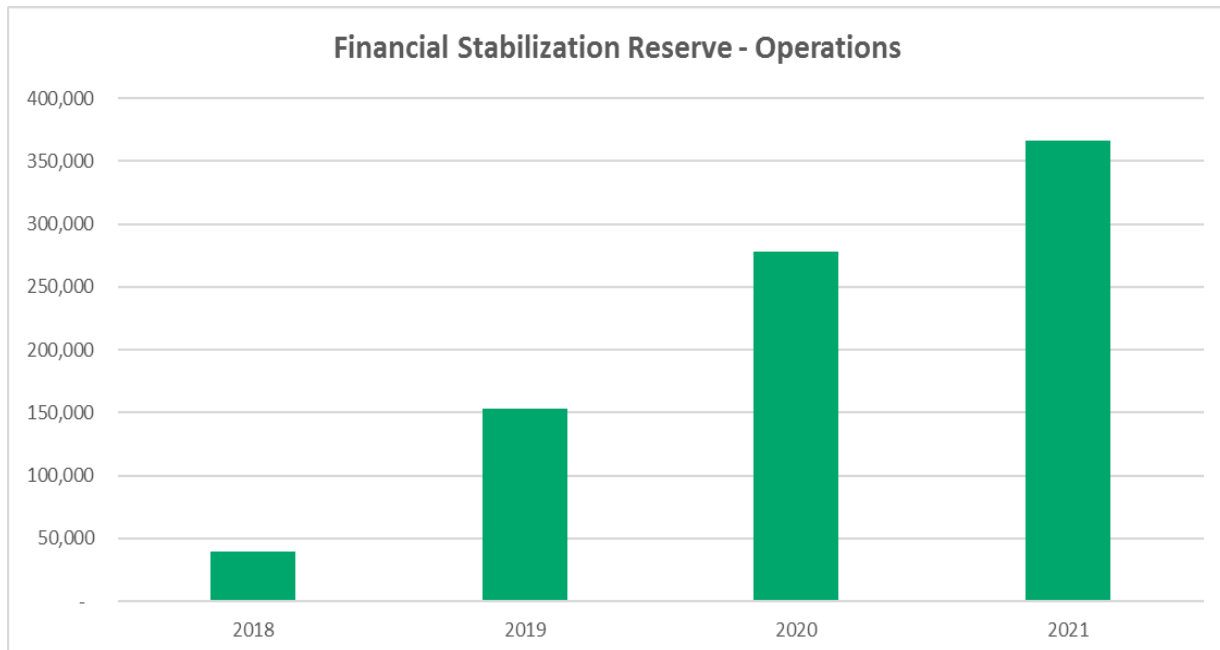


Figure 8





BUDGET 2018 – RESERVES

General Reserves

General Reserves are similar to a personal savings account. They can be used to manage unexpected expenditures or emergencies, such as the storm damage from 2014. It can also be used to finance asset purchases or be borrowed against to cover short term shortages in connections fees. The following general reserves schedule provides a breakdown of the general reserve activities along with projections through to 2022.

General Reserves										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Opening balance	-	2,517,700	2,903,600	2,682,300	1,911,800	1,650,300	2,169,655	2,450,702	2,726,591	2,873,558
Internal borrowing	-	-	-	(1,062,300)	(431,800)	(26,000)	-	-	-	-
Repayment of internal borrowing	-	-	-	-	-	534,900	240,200	222,700	32,700	22,700
Lott Road reconstruction project	-	-	-	-	(117,800)	-	-	-	-	-
Trees (funding was allocated in 2015 budget)	-	-	-	(3,000)	-	-	-	-	-	-
Fire Department SCBA's (fundraising occurred in 2015)	-	-	-	(10,000)	-	-	-	-	-	-
Disaster recovery	-	(110,500)	(87,400)	-	-	-	-	-	-	-
Town Office	-	-	(450,000)	-	-	-	-	-	-	-
Returned from carried over projects	-	-	-	-	31,600	-	-	-	-	-
Previous year's revenue	-	-	-	-	38,900	-	-	-	-	-
Operating surplus	-	496,400	316,100	304,800	217,600	10,455	40,847	53,189	114,267	114,267
Closing Balance	2,517,700	2,903,600	2,682,300	1,911,800	1,650,300	2,169,655	2,450,702	2,726,591	2,873,558	3,010,525



BUDGET 2018 – RESERVES

Carried Over Projects

Every year there are projects that are not fully completed due to time constraints. Historically, these funds have been included in the general reserves and were recognized when the project was completed. Starting in 2016, these projects were identified in a separate reserve and any savings on projects are returned to the general reserves.

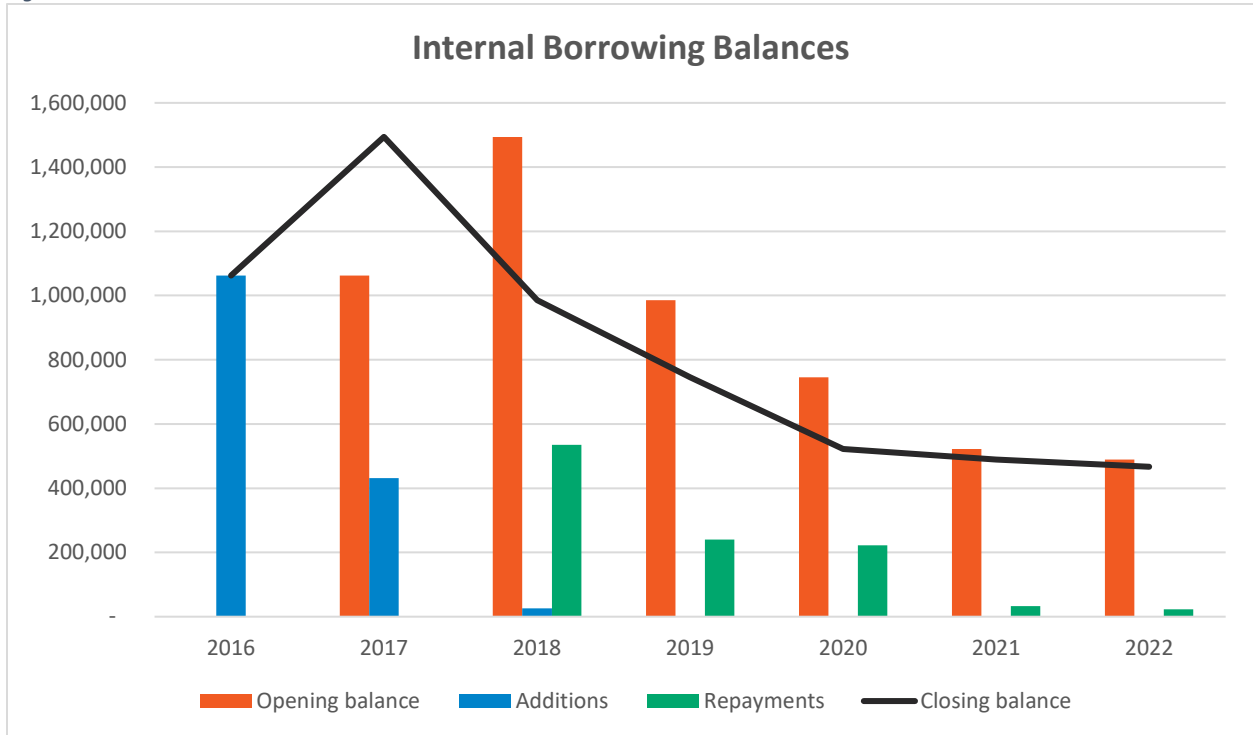
Schedule of Carried Over Projects - 2018	
2017 Opening Balance	68,500
Projects carried over from previous years	
Federal Park Diamond upgrades	10,000
Pathway - Skate Park	8,500
Lift Station #1 Elimination	19,010
Projects to be completed in 2018	(19,010)
Federal Park Diamond upgrades	(10,000)
Pathway - Skate Park	(8,500)
Lift Station #1 Elimination	(19,010)
Returned to General Reserves	-
Budgeted 2018 Closing Balance	49,490



BUDGET 2018 – RESERVES

Internal Borrowing

Figure 9



Internal borrowing is borrowing funds from reserves rather than the bank for funding projects that are needed for growth or local improvements. This borrowing will be paid back through development levies as they are collected. The Figure 9 outlines the projected changes in internal borrowing. The following Internal Borrowing Activities Schedule provides detailed information on projects that utilized internal borrowing and the corresponding repayment plan.



BUDGET 2018 – RESERVES

Internal Borrowing Activities										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Saskwater payment	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(250,000)		-
-Connection fees - SaskWater	350,000	350,000	350,000	50,400	62,900	793,500	350,000	250,000		-
Repayment/(increase)	-	-	-	(299,600)	(287,100)	443,500	-	-	-	-
WWA - lagoon upgrade debenture	(489,900)	(489,900)	(489,900)	(489,900)	(489,900)	(489,900)	(489,900)	(489,900)	(489,900)	-
-Connection fees -WWA	489,900	489,900	489,900	231,400	341,900	489,900	489,900	489,900	489,900	-
-Development levies -sewer	-	-	-	-	148,000	-	-	-	-	-
Repayment/(increase)	-	-	-	(258,500)	-	-	-	-	-	-
WWA - WWTF debenture	-	-	-	-	-	(109,600)	(109,600)	(109,600)	(109,600)	(109,600)
-Connection fees -WWA	-	-	-	-	-	109,600	109,600	109,600	109,600	109,600
Repayment/(increase) of internal borrowing	-	-	-	-	-	-	-	-	-	-
Water distribution line upgrade	-	-	-	(279,200)	-	-	-	-	-	-
-Development levies - water	-	-	-	-	-	-	10,000	200,000	10,000	-
Repayment/(increase)	-	-	-	(279,200)	-	-	10,000	200,000	10,000	-
Water distribution pump upgrade	-	-	-	(136,500)	(144,700)	-	-	-	-	-
-Development levies - water	-	-	-	-	-	73,700	207,500	-	-	-
Repayment/(increase)	-	-	-	(136,500)	(144,700)	73,700	207,500	-	-	-
McKenzie Pointe fence	-	-	-	(88,500)	-	-	-	-	-	-
-Local improvement	-	-	-	-	-	17,700	17,700	17,700	17,700	17,700
Repayment/(increase)	-	-	-	(88,500)	-	17,700	17,700	17,700	17,700	17,700
TransCanada Trail	-	-	-	-	-	(26,000)	-	-	-	-
- Fundraising	-	-	-	-	-	-	5,000	5,000	5,000	5,000
Repayment/(increase)	-	-	-	-	-	(26,000)	5,000	5,000	5,000	5,000
Total Increase	-	-	-	(1,062,300)	(431,800)	(26,000)	-	-	-	-
Total repayment	-	-	-	-	-	534,900	240,200	222,700	32,700	22,700

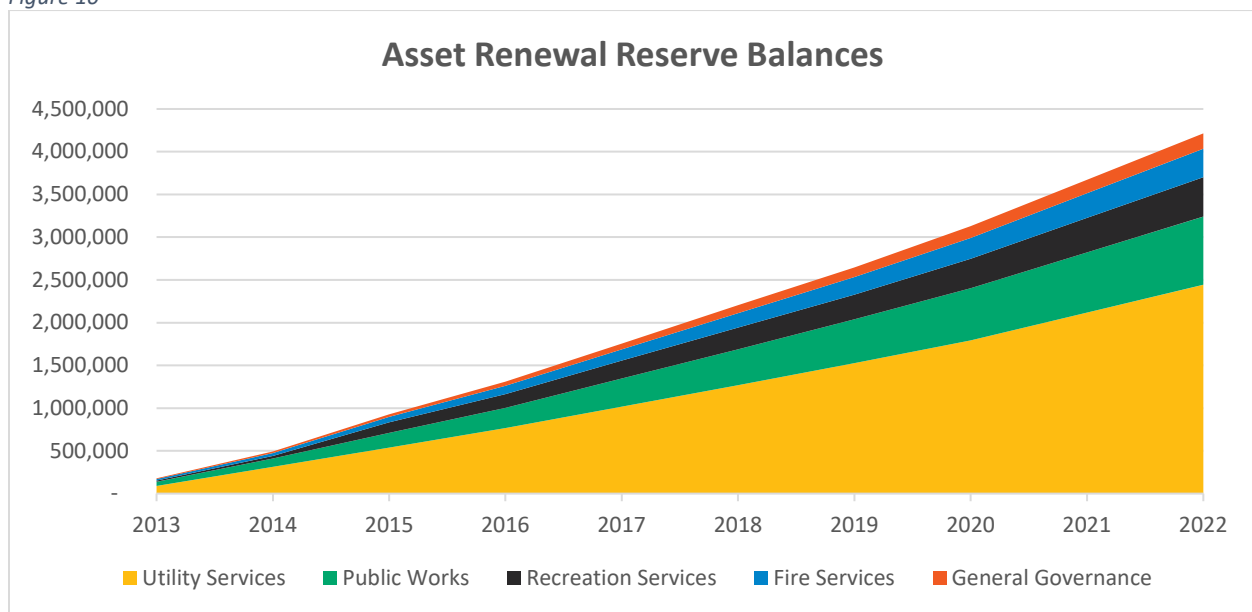


BUDGET 2018 – RESERVES

Asset Renewal Reserves

The town strives to follow best practices and believes strongly in a user pay system where the residents who use the service, in this case the assets, are the residents that pay for them. In 2012, the town created a policy to set aside funds every year for the replacement of current assets, these funds are placed into an asset renewal reserve. The town uses amortization as an approximation for what it should be setting aside every year. To ease the tax burden of this policy, council set the asset renewal rate at 40% of amortization. In 2014 the asset renewal rate for all water and sewer assets was increased to 100% and this adjustment was fully incorporated into the water and sewer rates. The 2016 budget raised the general asset renewal rate to 45% of amortization. Figure 10 provides a projection of asset renewal reserve balances based on the capital investments outlined in the five-year capital plan.

Figure 10





BUDGET 2018 – RESERVES

Utilities Surplus

2015 was the first year the town separated the utilities surplus from general reserves. Until 2014, utilities services have been heavily subsidized through taxation. This resulted in the adjustment of utility rates so that the rates covered the full cost of operating the services and fully funding the annual asset renewal reserves. The utility reserves schedule below explains the changes in the utility surplus.

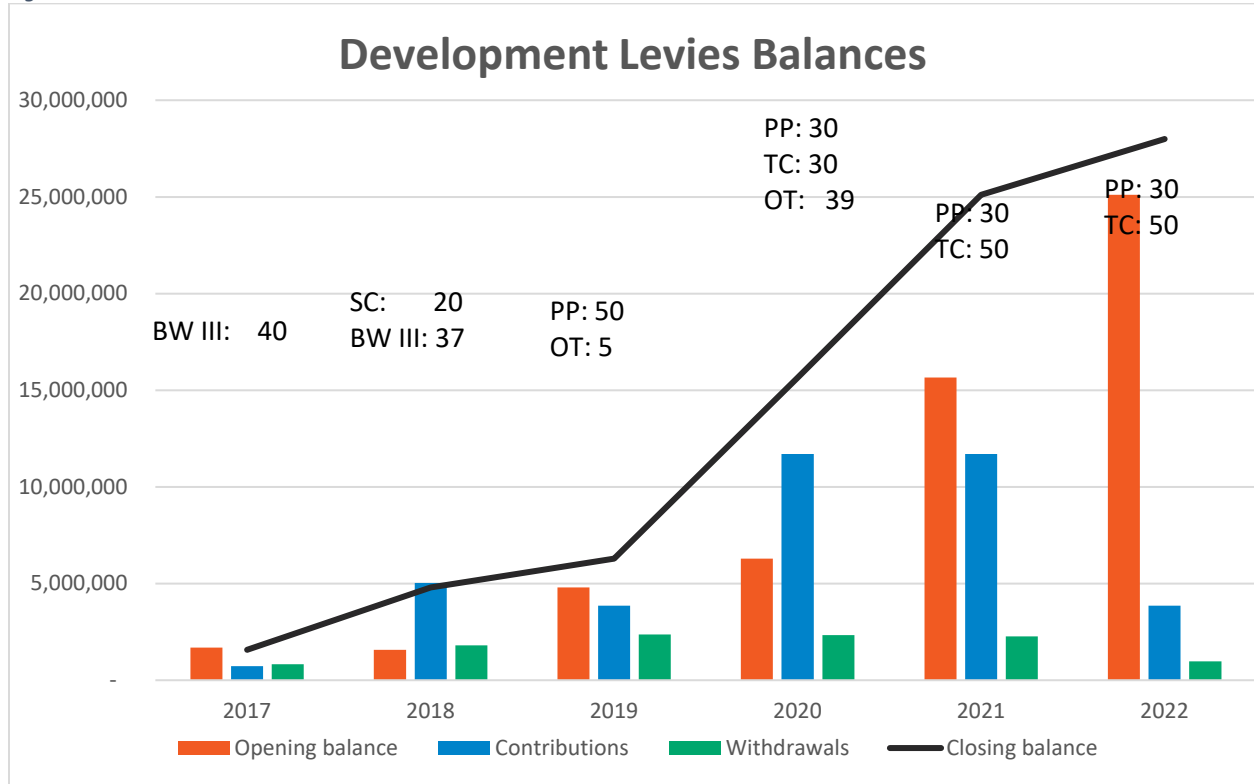
Utility Reserves										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Opening balance	-	-	-	233,600	220,700	135,800	159,690	166,790	126,190	41,030
Contributions	-	-	233,600	-	-	23,890	7,100	(40,600)	(85,160)	(85,160)
Withdrawals										
- Water main repairs	-	-	-	(12,900)	-	-	-	-	-	-
- Water meter upgrades	-	-	-	-	(47,500)	-	-	-	-	-
- Emerald Creek water line investigation	-	-	-	-	(8,000)	-	-	-	-	-
-Engineering - LS2 upgrades/ LS1 elimination	-	-	-	-	(29,400)	-	-	-	-	-
Closing Balance	-	-	233,600	220,700	135,800	159,690	166,790	126,190	41,030	(44,130)



Development Levy and Connection Fees

Part of the town’s growth strategy is to ensure that new developments are charged sufficient development levies and connection fees to cover the town’s investments associated with servicing these areas. During 2016 a municipal wide levy of \$13.7K per lot for new residential developments was adopted as policy by council. The amount of the levy recommended for the town was determined following a study that reviewed the costs of development, future growth projections and reviewed levies in the region and similar municipalities.

Figure 11



BWIII – Bower West Phase 3
OT – Other Development

PP – Picasso Pathways

TC – Town Centre

The following charts identify the expected collections and withdrawals of development levies and connection fees until 2022.



BUDGET 2018 – DEVELOPMENT LEVIES

Schedule of Public Reserves Deferred Revenue						
	2017	2018	2019	2020	2021	2022
Opening Balance	20,100	20,100	20,100	20,100	20,100	20,100
Withdrawals	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Closing Balance	20,100	20,100	20,100	20,100	20,100	20,100

Schedule of White Butte Fire Commission Reserves						
	2017	2018	2019	2020	2021	2022
Opening Balance	46,000	56,000	56,000	56,000	56,000	56,000
Withdrawals	-	-	-	-	-	-
Contribution	10,000	-	-	-	-	-
Closing Balance	56,000	56,000	56,000	56,000	56,000	56,000

Schedule of Development Levies - Fire						
	2017	2018	2019	2020	2021	2022
Opening Balance	337,100	364,100	374,600	364,600	314,600	264,600
Withdrawals						
Contribution to White Butte Reserves	(10,000)	-	-	-	-	-
Training area	-	(26,500)	(10,000)	-	-	-
Generator for firehall	-	-	-	-	(50,000)	-
Command unit	-	-	-	(50,000)	-	-
Contribution	37,000	37,000	-	-	-	-
Closing Balance	364,100	374,600	364,600	314,600	264,600	264,600

Schedule of Development Levies - Recreation						
	2017	2018	2019	2020	2021	2022
Opening Balance	480,000	324,171	107,371	107,371	107,371	107,371
Withdrawals						
Outdoor Rink	(85,000)	(120,000)	-	-	-	-
Deneve Park	(65,500)	(103,800)	-	-	-	-
Ball Diamond 3 upgrades	(20,000)	-	-	-	-	-
Library Rejuvenation Project	(28,900)	-	-	-	-	-
Tennis Court upgrades	-	(30,000)	-	-	-	-
Contribution	43,571	37,000	-	-	-	-
Closing Balance	324,171	107,371	107,371	107,371	107,371	107,371



BUDGET 2018 – DEVELOPMENT LEVIES

Schedule of Development Levies - Water						
	2017	2018	2019	2020	2021	2022
Opening Balance	-	5,900	747,500	1,232,700	2,064,300	2,933,500
Withdrawals						
WTP distribution Pumps (repmt of IB)	(37,600)	(73,700)	(207,500)	-	-	-
Trunk main extension (repmt of IB)	-	-	(10,000)	(200,000)	(10,000)	-
Town Centre infrastructure requirements report	-	(40,000)	-	-	-	-
Trunk main extension - Town Centre	-	-	-	-	(1,050,000)	(309,100)
Twinning water intake lines	-	-	-	(1,100,000)	(202,400)	672,600
Contribution	43,500	855,300	702,700	2,131,600	2,131,600	702,700
Closing Balance	5,900	747,500	1,232,700	2,064,300	2,933,500	3,999,700

Schedule of Development Levies - Sewer						
	2017	2018	2019	2020	2021	2022
Opening Balance	800,600	802,985	1,000,185	365,185	471,685	608,185
Withdrawals	-					
Lift Station 1 elimination/ Lift Station 2 upgrade	(24,900)	-	(650,000)	-	-	-
WWA debenture repayment	(148,000)	-	-	-	-	-
Generators	-	-	(30,000)	(30,000)	-	-
Contribution	175,285	197,200	45,000	136,500	136,500	45,000
Closing Balance	802,985	1,000,185	365,185	471,685	608,185	653,185

Schedule of Connection Fees - SaskWater						
	2017	2018	2019	2020	2021	2022
Opening Balance	-	-	-	595,000	2,642,500	4,690,000
Withdrawals						
SaskWater connection fees	(71,850)	(793,500)	(80,000)	-	-	-
Twinning water intake lines	-	-	-	-	-	(875,000)
Contribution	71,850	793,500	675,000	2,047,500	2,047,500	675,000
Closing Balance	-	-	595,000	2,642,500	4,690,000	4,490,000



BUDGET 2018 – DEVELOPMENT LEVIES

Schedule of Connection Fees - Wastewater						
	2017	2018	2019	2020	2021	2022
Opening Balance	-	-	1,087,037	1,615,237	4,436,437	7,257,600
Withdrawals						
WWA lagoon upgrades debenture	(341,897)	(489,900)	(489,900)	(489,900)	(489,900)	-
WWA WWTF debenture		(109,600)	(109,600)	(109,600)	(109,600)	(109,600)
Contribution						
White City	193,022	1,253,500	1,127,700	3,420,700	3,420,700	1,127,700
RM of Edenwold	148,875	433,037				
Closing Balance	-	1,087,037	1,615,237	4,436,437	7,257,600	8,275,700

Schedule of Development Levies - Roads						
	2017	2018	2019	2020	2021	2022
Opening Balance	-	-	545,300	344,000	1,587,900	2,831,800
Withdrawals						
Betteridge Road	-	-	(700,000)	(268,900)	(268,900)	(268,900)
Contribution						
	-	545,300	498,700	1,512,800	1,512,800	498,700
Closing Balance	-	545,300	344,000	1,587,900	2,831,800	3,061,600

Schedule of Development Levies - Storm Water						
	2017	2018	2019	2020	2021	2022
Opening Balance	-	-	16,400	31,400	76,900	122,400
Withdrawals						
	-	-	-	-	-	-
Contribution						
	-	16,400	15,000	45,500	45,500	15,000
Closing Balance	-	16,400	31,400	76,900	122,400	137,400

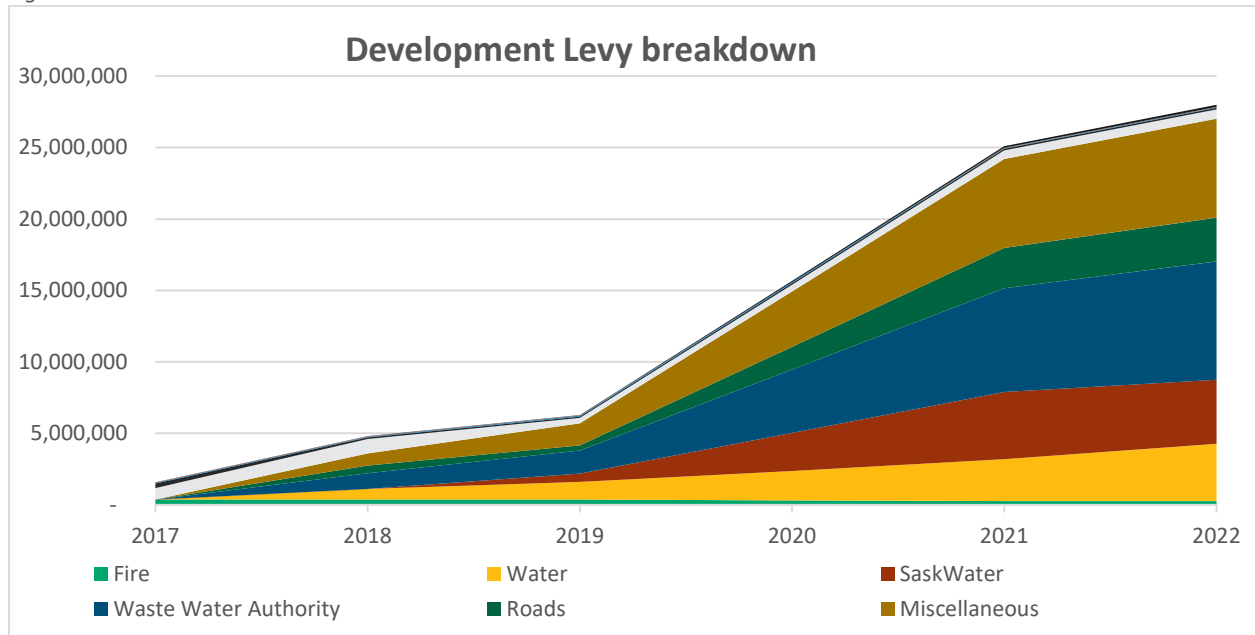
Schedule of Development Levies - Miscellaneous						
	2017	2018	2019	2020	2021	2022
Opening Balance	-	-	847,560	1,560,860	3,887,560	6,214,260
Withdrawals						
Town Shop expansion loan	-	-	(80,200)	(80,200)	(80,200)	(80,200)
Development levy study	-	(20,000)	-	-	-	-
Contribution						
	-	867,560	793,500	2,406,900	2,406,900	793,500
Closing Balance	-	847,560	1,560,860	3,887,560	6,214,260	6,927,560



BUDGET 2018 – DEVELOPMENT LEVIES

The 2018 budget proposes to include a net increase of development levies of \$3.7M. The longer range forecast from 2018 to 2022 includes an increase of \$26.4M in development levies.

Figure 12





BUDGET 2018 – FIVE YEAR CAPITAL PLAN

Five Year Capital Plan

The 2017 Budget proposes a \$27.37M capital plan over the next five years. The following table outlines the proposed capital projects for 2018 to 2022.

Capital Expenditures	2018	2019	2020	2021	2022
General Governance					
Software upgrades	75,000	-	-	-	-
Council tablets	-	-	15,000	-	-
Server replacement	-	-	20,000	-	-
Town Centre office	-	5,000,000	-	-	-
Total General Governance	75,000	5,000,000	35,000	-	-

Capital Expenditures	2018	2019	2020	2021	2022
Planning and Development					
Scanner/Plotter	4,000	-	-	-	-
Total Planning & Development	4,000	-	-	-	-

Capital Expenditures	2018	2019	2020	2021	2022
Fire Services					
Training area	26,500	10,000	-	-	-
Equipment	-	10,000	-	-	-
Hazmat equipment	-	5,000	-	-	-
Command unit	-	-	50,000	-	-
Jaws of Life	-	-	35,000	-	-
Natural gas generator	-	-	-	50,000	-
Fire Hall expansion	-	-	-	-	475,000
EMO unit	-	-	-	-	35,000
Water safety boat	-	-	-	-	15,000
Total Fire Services	26,500	25,000	85,000	50,000	525,000



BUDGET 2018 – FIVE YEAR CAPITAL PLAN

Capital Expenditures	2018	2019	2020	2021	2022
Public Works					
Road sander	11,200	-	-	-	-
Sprayer	8,800	-	-	-	-
Creek dredging and Emerald Gate East culvert replacement	50,900	-	-	-	-
Shop expansion	660,900	-	-	-	-
Street lights	19,600	15,000	15,000	15,000	15,000
Hot pressure washer	-	-	-	-	8,000
Manager of Public Works	-	-	30,000	-	-
Foreman truck	-	-	30,000	-	-
Road repairs	-	80,000	32,800	100,000	160,000
Jade Place resurfacing	-	-	67,200	-	-
Betteridge Road Upgrade	-	4,200,000	-	-	-
3-Ton truck 2013	-	-	-	50,000	-
1-Ton truck 2016	-	-	-	-	42,000
Boom mower	-	-	-	-	28,000
Mowing tractor 2011	-	-	-	-	-
Kennedy Road	-	-	-	-	200,000
Total Public Works	751,400	4,295,000	175,000	165,000	453,000



BUDGET 2018 – FIVE YEAR CAPITAL PLAN

Capital Expenditures	2018	2019	2020	2021	2022
Recreation					
Tennis Court upgrades	30,000	-	-	5,000	-
Ball Diamond maintenance equipment	10,000	-	-	-	-
Portable ball fencing	5,200	-	-	-	-
Skate Park pathway	-	-	-	-	-
Benches, refuse bins	15,000	15,000	15,000	15,000	15,000
Playground equipment	103,800	-	-	50,000	-
Outdoor Ice rink	200,000	-	-	-	-
Splash Park filtration system	10,900	-	-	-	-
TransCanada Trail pathway	26,000	-	-	-	-
Mower pull type (2011)	-	-	-	12,500	-
Mower w/ bagging system	-	-	30,000	-	-
Zero turn - 2014	-	14,000	-	-	-
Utility vehicle (2010)	-	-	-	20,000	-
Pathway installation & rehabilitation	-	40,000	-	40,000	60,000
Conversation areas	-	40,000	-	40,000	45,000
Community Centre upgrades	5,000	-	-	20,000	20,000
Hummingbird Park beautification	-	-	-	25,000	-
Utility vehicle (2015)	-	-	-	-	28,000
Digital board	-	-	-	-	55,000
Fitness equipment	-	-	-	-	25,000
Total Recreation	405,900	109,000	45,000	227,500	248,000

Capital Expenditures	2018	2019	2020	2021	2022
Utilities					
Water meter reader	12,000	-	-	-	-
Envelope stuffer	6,000	-	-	-	-
Town Centre reservoir	-	-	-	-	-
Town Centre trunk mains	-	-	-	4,200,000	-
Twinning water intake lines	-	-	2,750,000	-	-
Looping Mains- NE highway commercial	-	-	-	-	-
Lift Station 4 generator	-	30,000	-	-	-
Lift Station 5 generator	-	-	30,000	-	-
WTP pump upgrades	-	-	-	-	-
LS 2 Upgrade/ LS 1 elimination	-	650,000	-	-	-
Total Utilities	18,000	680,000	2,780,000	4,200,000	-



Financing

The town finances projects to upgrade or install new services for residents. This financing is supported through a combination of development levies, connection fees, local improvements and utility rates; the town has no tax supported debt. The gravity sewer project's debt is funded through a combination of local improvements and utility rates. This includes:

- Poplar Park
- gravity sewer – phase one
- gravity sewer – phase two and three

In 2017, the debt for the second and third gravity sewer projects (GSP) was settled, this was for Wheatland and Confederation. In 2019, both the Poplar Park and the gravity sewer - phase one loans will be retired. This leaves only the gravity sewer - phase two and three debenture which will be retired in 2029.

Further in 2017, the town acquired a construction line of credit of \$3.7M for the town's share of the working capital for the wastewater treatment plant. This debt will become a \$3.7M long term loan with a 20-year maturation period and will be repaid through connection fees collected from growth. This investment will improve the quality of treated wastewater and to expand capacity to allow for future growth.

In 2018, the town will issue debt for the expansion of the town shop to accommodate the expected growth in the community. This debt will be repaid through development levies that are collected on new growth. The budget for this project is \$660K, with expected annual repayments of \$80K for 10 years.

Over the next three to five years, the town expects to finance multiple projects that are focused on being catalysts to growth. This debt, like the WCRM158 Waste Water Authority long-term loan, will be funded through connection fees and development levies. Below is a listing of the expected debt issuances:

- \$2.75M for the twinning of the water intake lines. This will complete phase three of the water treatment upgrades which increased the daily water treatment capacity to 3,735 m³;
- \$4.2M for upgrading Betteridge Road and Emerald Park Road. This investment will facilitate the growth of the town centre and improve transportation options for residents and is contingent upon the successful Building Canada Fund grant application;
- \$4.20M for the extension of the trunk main to the town centre to facilitate the growth of the future subdivisions and the town centre.

Issuing this debt ensures the needed infrastructure for new subdivisions is in place while not impacting taxes or services.

The Betteridge Road upgrades and expansion of the water infrastructure are timed based on expected development of the town centre. This new debt will be repaid through the development levies and connection fees from the new developments that will benefit from these projects.



BUDGET 2018 – FINANCING



Outstanding Debt	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Kingsmere	75,143	43,421	10,153	-	-	-	-	-	-	-	-	-	-	-	-
Wheatland	105,169	82,540	58,749	7,600	-	-	-	-	-	-	-	-	-	-	-
Confederation	73,468	59,715	45,244	14,000	-	-	-	-	-	-	-	-	-	-	-
Poplar Park	126,031	107,044	87,046	43,800	20,500	-	-	-	-	-	-	-	-	-	-
Gravity Sewer - phase 1	224,518	186,361	146,182	59,700	13,100	-	-	-	-	-	-	-	-	-	-
Gravity Sewer - phase 2 & 3	1,051,900	1,011,700	969,500	878,300	829,200	777,600	723,300	666,200	606,100	543,000	476,600	406,800	333,400	256,200	175,100
WWA debenture	3,409,800	3,029,000	2,636,100	2,230,600	1,812,100	1,380,300	934,600	474,700	-	-	-	-	-	-	-
WWA - WWTF	-	-	-	-	-	3,651,700	3,651,700	2,434,000	-	-	-	-	-	-	-
Town Shop expansion	-	-	-	-	-	660,000	604,300	546,500	486,600	424,500	360,100	293,300	224,000	152,100	77,600
Betteridge Road	-	-	-	-	-	-	4,200,000	4,099,100	3,994,200	3,885,100	3,771,700	3,653,700	3,531,000	3,403,400	3,270,700
Twinning water intake lines	-	-	-	-	-	-	-	2,750,000	2,649,400	2,545,100	2,436,900	2,324,700	2,208,400	2,087,800	1,962,700
Trunk main extensions - Town Centre	-	-	-	-	-	-	-	-	4,200,000	4,058,900	3,912,200	3,759,600	3,600,900	3,435,900	3,264,300
Concentra lease- fire truck	23,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Outstanding Debt	5,089,030	4,519,781	3,952,975	3,234,000	2,674,900	6,469,600	10,113,900	10,970,500	11,936,300	11,456,600	10,957,500	10,438,100	9,897,700	9,335,400	8,750,400



BUDGET 2018 – FINANCING



The following table outlines the town’s repayment obligations by source project.

Debt Payments	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Kingsmere	34,600	34,600	10,200	-	-	-	-	-	-	-	-	-	-	-	-
Wheatland	27,300	27,300	27,300	27,300	7,700	-	-	-	-	-	-	-	-	-	-
Confederation	17,200	17,200	17,200	17,200	14,300	-	-	-	-	-	-	-	-	-	-
Poplar Park	25,100	25,100	25,100	25,100	25,100	21,000	-	-	-	-	-	-	-	-	-
Gravity Sewer - phase 1	48,500	48,500	48,500	48,500	48,500	13,200	-	-	-	-	-	-	-	-	-
Gravity Sewer - phase 2 & 3	94,300	94,300	94,300	94,300	94,300	94,300	94,300	94,300	94,300	94,300	94,300	94,300	94,300	94,300	94,300
WWA debenture	489,900	489,900	489,900	489,900	489,900	489,900	489,900	489,900	489,900	-	-	-	-	-	-
WWA - WWTF	-	-	-	-	63,900	-	-	1,217,000	1,217,000	1,217,000	302,600	302,600	302,600	302,600	302,600
Town Shop expansion	-	-	-	-	-	-	80,200	80,200	80,200	80,200	80,200	80,200	80,200	80,200	80,200
Betteridge Road/ Emerald Park Road	-	-	-	-	-	-	-	268,900	268,900	268,900	268,900	268,900	268,900	268,900	268,900
Twinning water intake lines	-	-	-	-	-	-	-	-	202,400	202,400	202,400	202,400	202,400	202,400	202,400
Trunk main extensions - Town Centre	-	-	-	-	-	-	-	-	-	309,100	309,100	309,100	309,100	309,100	309,100
Water reservoir - Town Centre	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Annual Debt Payment	736,900	736,900	712,500	702,300	743,700	618,400	664,400	2,150,300	2,352,700	2,171,900	1,257,500	1,257,500	1,257,500	1,257,500	1,257,500

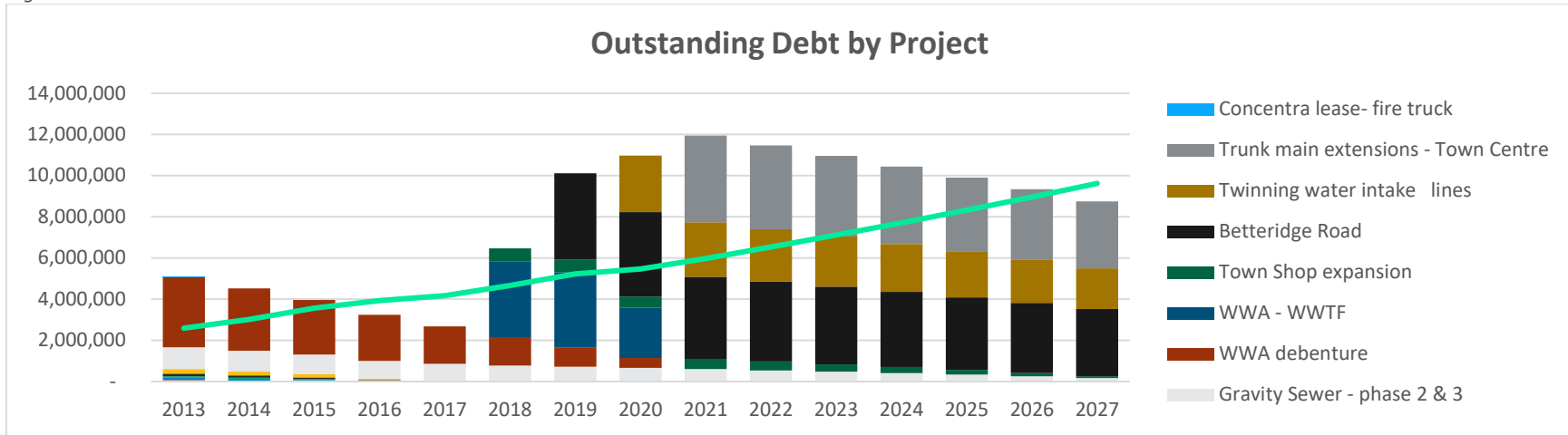


BUDGET 2018 – FINANCING



The town’s debt limit is expected to increase as development occurs which increases the Town’s revenues. The debt limit as depicted in Figure 13 chart increases in correlation to the number of projected new building permits and the corresponding increase in assessment.

Figure 13



The Municipalities Act stipulates a municipality’s debt limit is equivalent to a municipality’s own source revenue. However, a municipality has the ability to exceed its debt limit by applying to the Saskatchewan Municipal Board (SMB) with a business case as to how repayment will occur. The town exceeded this debt limit, with SMB approval, for several years and is expected to for the foreseeable future.

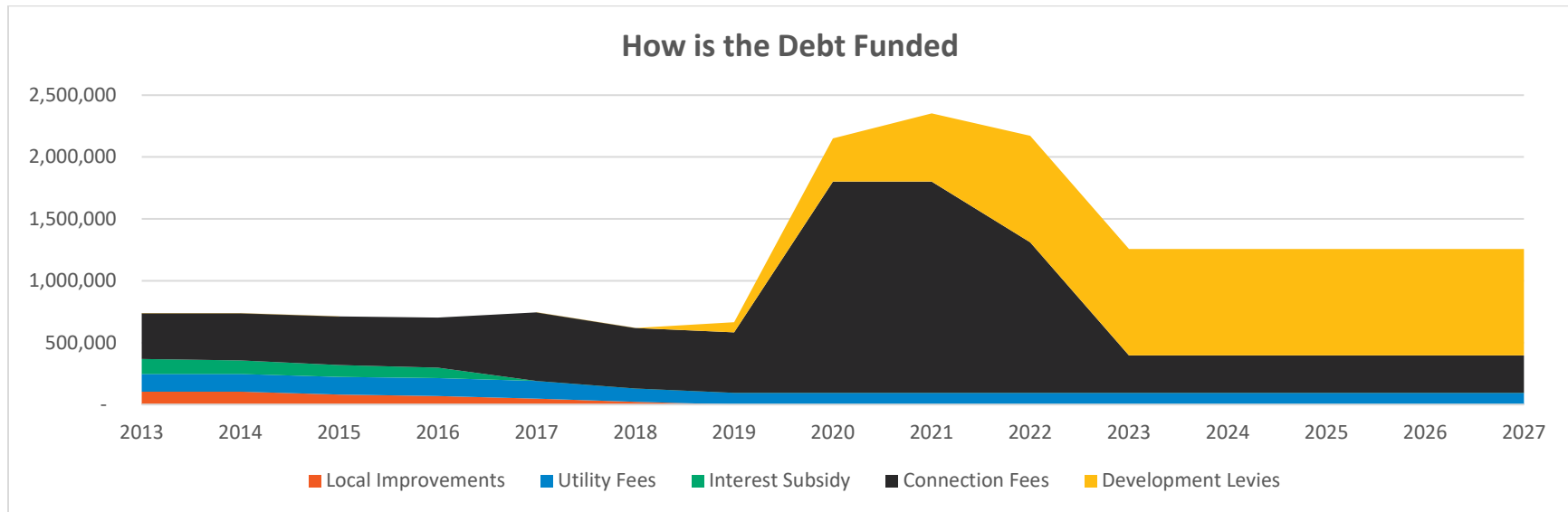


BUDGET 2018 – FINANCING



The town has no taxpayer funded debt. The debt is funded through fees charged to new development and through utility fees for the gravity sewer projects. The following chart breaks down how the debt is paid for.

Figure 14





BUDGET 2018 – ASSUMPTIONS

Assumption

As with any forward-looking document there are certain assumptions that need to be made. This document follows the principle of conservatism when creating these estimations. On the following pages are the assumptions that were used in creating the 2017 to 2020 estimates.

Subdivision Lot Development	2018	2019	2020	2021
Picasso Pathways	39	30	30	30
Other	30	39	-	90
Town Centre	75	110	225	225

General Expenses	2018	2019	2020	2021
Legislative services	2%	2%	2%	2%
Salaries and benefits	5.00%	2.00%	2.50%	4.50%
Services	2.00%	2.00%	2.00%	2.00%
Utilities	3.00%	4.00%	4.00%	4.00%
Maintenance, materials, and supplies	3.00%	3.00%	3.00%	3.00%

Taxation and Grants	2018	2019	2020	2021
New home permits	50	60	80	80
Percentage tax increase	3.01%	3.04%	3.03%	3.02%
<i>Mill rate (adjusted)</i>	<i>3.298</i>	<i>3.351</i>	<i>3.408</i>	<i>3.469</i>
Previous	3.25	3.298	3.351	3.408
Percent increase	1.48%	1.60%	1.70%	1.80%
<i>Base rate - developed</i>	<i>900</i>	<i>950</i>	<i>1,000</i>	<i>1,050</i>
Previous	850	900	950	1,000
Increase	50	50	50	50
<i>Base rate - undeveloped</i>	<i>650</i>	<i>700</i>	<i>750</i>	<i>800</i>
Previous	600	650	700	750
Increase	50	50	50	50
Average taxable assessment - developed	478,700	478,700	478,700	478,700
Average taxable assessment - undeveloped	92,700	92,700	92,700	92,700
Developed properties	1,177	1,227	1,287	1,367
Previous (year end)	1,136	1,177	1,227	1,287
Growth (previous year permits)	41	50	60	80
Undeveloped properties	59	143	242	417
Previous	70	59	143	242
New development	50	60	80	80
New subdivisions	39	144	179	255



BUDGET 2018 – ASSUMPTIONS

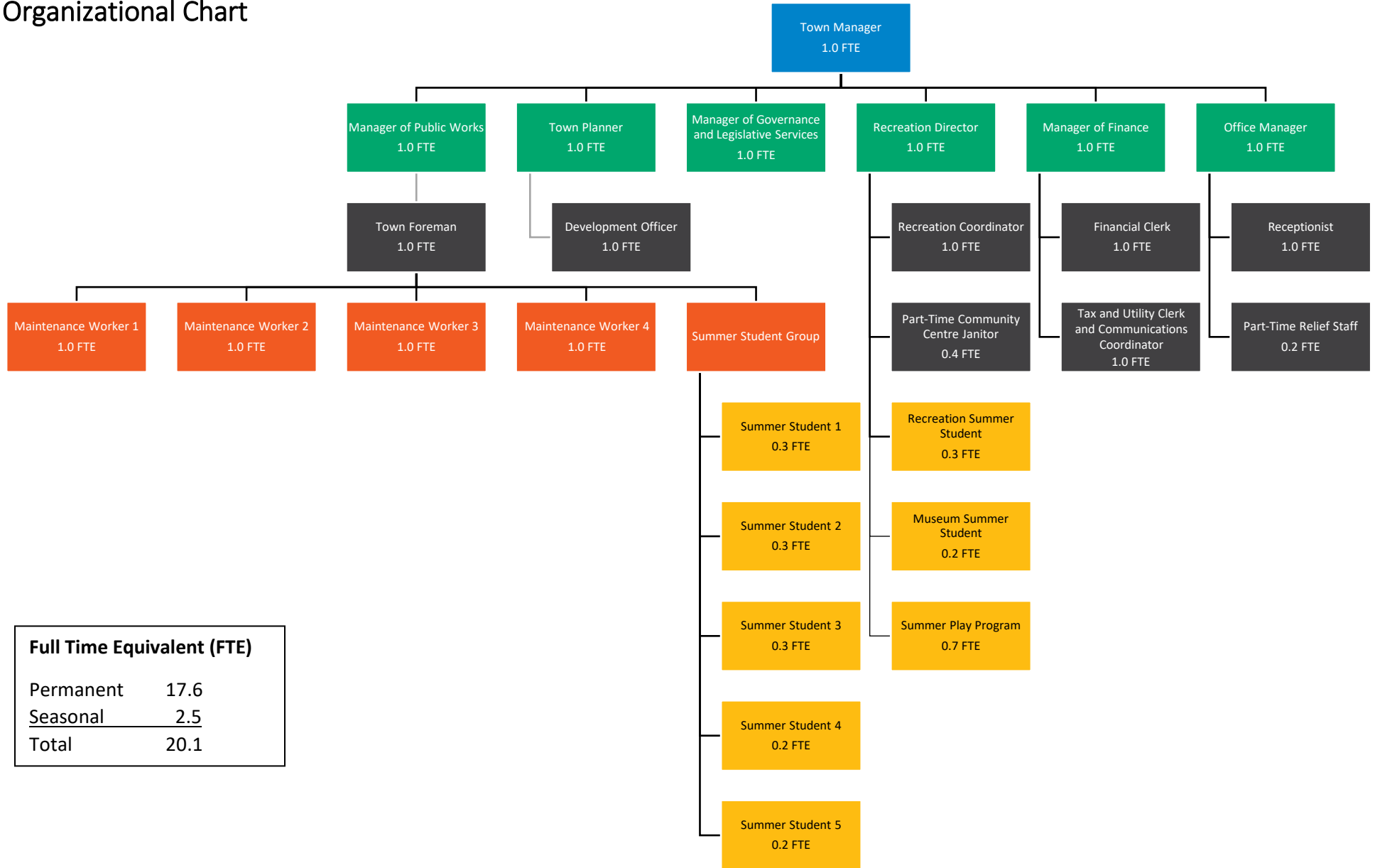
Fire Services	2018	2019	2020	2021
Salary assumptions				
Fire Chief				
Time commitment (hrs per month)	25	40	120	160
Annual compensation	17,500	19,200	57,600	76,800
Fire fighters				
Time commitment (call out hrs per month)	86	91	95	100
Annual compensation	45,000	45,000	45,000	50,000

Utility Services	2018	2019	2020	2021
Water and sewer rate increases	4%	4%	4%	2%
Average billable consumption	239	239	239	239
Connections as of Jan. 1	1,141	1,181	1,231	1,291
New connections	40	50	60	80
Average annual connections	1,161	1,206	1,261	1,331
Residential churn	30	30	30	30
Water rates				
Base	38.48	40.02	41.42	42.25
per m ³	3.51	3.65	3.77	3.85
Sewer rates				
Base	98.08	102.01	105.58	107.69
per m ³	0.98	1.02	1.05	1.08
Water meter charge on new homes	500	500	500	500
Water connection permit	110	110	110	110
Account setup fee	75	75	75	75
Average SaskWater treatment per household	286	286	286	286
Saskwater charge per m ³	2.5060	2.6062	2.7105	2.8189
Projected Minimum Consumption	24,180	25,475	26,426	26,430



BUDGET 2018 – ORGANIZATION CHART

Organizational Chart



Full Time Equivalent (FTE)	
Permanent	17.6
Seasonal	2.5
Total	20.1



BUDGET 2018 – REFERENCES

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